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ABSTRACT

A study investigated the processes Wisconsin's businesses and industries use to identify training and retraining needs and the mechanisms they use to communicate these needs to the state's vocational, technical, and adult education (VTAE) system. Data were collected by a survey questionnaire sent to a representative sample of 361 Wisconsin firms. The questionnaire had been developed after interviews with training or human service directors at a selected number of Wisconsin firms. The sample was equally divided between service and production-manufacturing firms and reflected those firms with either 1-19, 20-99, 100-499, or 500 or more employees. Among the major findings reported were that: (1) many companies are familiar with and use the training resources available in Wisconsin's technical colleges; (2) the characteristics that companies believe are important in good training programs are practical content, knowledgeable instructors, timely course offerings, and cost-effectiveness; and (3) the barriers to technical colleges providing training for firms are that the colleges lack programs or expertise in some areas, firms do not know whom to contact at the college, employees cannot be released to attend classes, some companies fear that they will not receive the same level of training in all VTAE districts, the colleges' schedule-calendar does not match all companies' training schedules, and some companies do not have a well-defined training or human resource development unit. (The document includes recommendations, detailed survey results, and a copy of the questionnaire.) (CML)

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FINAL REPORT

Research Project Conducted
for
Wisconsin Board of Vocational, Technical and Adult Education
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Center for Vocational, Technical
and Adult Education
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Linking Vocational Education to Business/Industry Training Needs

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Linking Vocational Education to Business/Industry Training Needs

The material herein was developed pursuant to Grant Number 30.102.150.299 with the State Board of Vocational, Technical and Adult Education partially reimbursed from the allocation of Federal funds from the Department of Education. Contractors undertaking such projects under government sponsorship are encouraged to express freely their professional judgment in the conduct of the project. Points of view or opinions stated do not, therefore, necessarily represent official Department of Education or Wisconsin Board for Vocational, Technical and Adult Education position or policy. UW-Stout does not discriminate on the basis of race, sex, religion, age, handicap or national origin.

The WBVTAE Linking Vocational Education to Business/Industry Training Project could not have been completed without the funding support of the Wisconsin State Board for Vocational, Technical and Adult Education. Catherine Cotter of the State Board served as contact person for this project and provided us with guidance and insights as we proceeded through the objectives of the project. The four individuals who served as advisory committee members for the project, likewise, gave of their time to consult us as we constructed our surveys. The project could not have been completed had it not been for the willingness of the many Wisconsin businesses who took time to complete our survey. It is they, as well as the many other Wisconsin businesses, who can and will subsequently benefit from the findings of the project. Their participation will greatly assist the Wisconsin VTAE system in improving training methods and courses that will benefit businesses and their employees. Thank you all.

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ABSTRACT

Purpose

The purpose of this project was to determine the processes business and industry (B/I) use to identify needs for training and retraining and the mechanisms they use to communicate these needs to Wisconsin's VTAE System. This knowledge can help the VTAE System to respond more effectively and quickly to B/I training needs.

Design

Two distinct phases of research were incorporated into the project's framework. Phase 1 consisted of interviewing with training or human service directors at a selected number of Wisconsin industries and businesses recommended by the advisory committee for the purpose of gathering information that could be used in the development of survey instruments. Phase 2 consisted of the mailing of surveys to a representative sample of Wisconsin B/I, completing a data analysis of the returned information and developing recommendations and report for the Wisconsin State Board of Vocational, Technical and Adult Education.

Population and Samples

A random selection of 361 Wisconsin B/I was acquired from a listing of more than 6,000 Wisconsin B/I companies and/or self-employed individuals who contributed unemployment monies on behalf of their employees. The sample group was equally divided between Service and Production/Manufacturing B/I. The sample group was also divided by size of business, with four groups, according to number of employees: 1-19, 20-99, 100-499, and 500+.

* Company has multiple locations in Wisconsin and is not sure that it will receive the same quality training in each VTAE district.
* Technical college calendar/schedule does not match the company's training schedule.
* The company does not have a well defined training or HRD unit.

Major Findings

Many companies are familiar with and use the training resources available in Wisconsin's technical colleges. The relationships and linkages are enhanced when the technical college provides quality training programs and there is good communications between the college and the company.

Characteristics that business and industry feel are important in good training programs include:

* Practical content. Training must be designed for a specific need.
* Instructors must know the content and be effective teachers.
* The training program must be prepared and offered on a timely basis. It must be prepared quickly and offered when employees are available to participate.
* Training must be cost effective. It must improve employee performance.

The following barriers to technical colleges providing training for B/I were identified:

* Technical college lacks programs or expertise in some areas in which training is needed.
* B/I does not know who to contact at the technical college and what expertise is available.
* Employees cannot be released to attend technical college classes.

Chapter 1

Introduction

"Quality is Job 1", world competition, Japanese management techniques, Third World manufacturing, and flexible manufacturing are but a few of the topics of concern to Business and Industry (B/I) today. As we become fully involved in the world marketplace, new technology and methods must be used by B/I to remain competitive.

Vocational and technical education is a critical resource in these changing times. Both initial preparation and on-the-job training must be designed to meet the needs of Wisconsin's B/I as it strives to be competitive.

The goal of this study was to focus on how B/I identifies training needs and how Wisconsin's VTAE System can more effectively work with B/I to provide for training needed.

Purpose

The purpose of this project was to determine the processes business and industry use to identify needs for training and retraining and the mechanisms they use to communicate these needs to Wisconsin's VTAE System.

This knowledge can help the VTAE System to respond more effectively and quickly to B/I training needs. VTAE Districts will have a detailed description of the processes and procedures B/I use to identify training needs.

Objectives

The following objectives were established for this study:

1. Define the needs assessment systems used by B/I to identify training and retraining needs.

2. Identify the typical, maximum and minimum lead times B/I establishes for initiating a training program.
3. Determine how B/I communicates training needs to Wisconsin's VTAE System.
4. Ascertain B/I's perception of the types of training VTAE districts can provide.
5. Identify the most effective ways to communicate VTAE training capabilities to B/I.
6. Identify ways VTAE staff can assist B/I trainers.

Chapter 2

Review of Literature

Several factors are converging during the last twenty years of this century to create a need for changes in programs that prepare people for jobs in B/I and to significantly increase the demand for retraining current members of the work force. The need to compete in a global market has caused B/I to introduce new technology and introduce new products at an ever increasing pace. While these changes in the marketplace are occurring, we are becoming an older nation. There is a growing need to keep older persons in the work force.

American-made products are receiving a severe challenge from products produced in a variety of foreign countries. American companies are struggling to catchup to the quality of products produced in several foreign countries. In addition, we are learning how to market and meet the needs of people in a variety of countries. At the same time, B/I must become more efficient and productive.

In a review of manufacturing systems and the changing global market, Dr. Dennis A. Swyt of the National Bureau of Standards has concluded:

> To manufacture products which can compete in global markets, that is, products which are ever higher in quality, lower in cost, shorter in lifetime, and more differentiated, the factory must become more automated, less specialized and more flexible. Being implemented in the workplace now are flexible manufacturing cells, the first-level, first-generation, shop-floor systems with such capabilities.
>
> In research and the earliest stages of implementation in all the advanced industrialized nations are higher-level, future-generation flexible manufacturing systems represented in part by the NBS Automated Manufacturing Research Facility. Out of such work will come the factory of the future: robotics-based, computer-integrated, fully-automated, and flexible (1987, p 12).

The new manufacturing systems will have a significant impact on the types of workers needed by industry. Dr. Swyt (1986, p 8) suggests that we will need fewer production workers and more people with technical backgrounds. Also, there will be more need for people who can solve problems.

Significant changes are also taking place in business and commerce. Global marketing is becoming common place. Almost instant communication takes place between widely separated parts of the world. Vast data banks of knowledge are available at the touch of a few keys on a computer keyboard. Intelligence is being built into software to aid human decision-making.

Another significant change that is taking place parallel to the changes in B/I is the graying of America. We are becoming an older country. In 1978, the median age of the U.S. population was 27 years. By 1984, the median age had increased to 31.2 years. The U.S. Census Bureau estimates that our median age will increase to 39.3 by the year 2020. This change has occurred as the "baby boomers" of the 1950's and 1960's have grown older and our birth rate has dropped.

With fewer young people coming into our labor market, it becomes necessary to retain more older workers. In many instances, companies have had to recruit older people and encourage them to reenter the work force. An example of this can be seen in the many fast food restaurants where there is an increasing number of older adults working side-by-side with teenagers.

The 1987 Commission on The Wisconsin System: Vocational, Technical and Adult Education noted that:

> Post-baby boom reductions in the birth rate have resulted in a maturing population and a diminishing supply of young workers. Employers, colleges and the military will be competing for the declining 19-year old population. Older adults will account for a large share of the workforce and the student population (p9).

When older workers become responsible for new technology, there is usually a need for retraining. With the current trends of major changes in technology and more older workers, there will be a growing need for retraining. At the same time, young people who are preparing for our labor force need to acquire relevant skills and knowledge.

There is a need to study the processes used by B/I in Wisconsin to identify training needs. During this study, it will also be possible to identify the typical communication channels between B/I and Wisconsin's VTAE System and ways VTAE instructors can work with B/I trainers.

This knowledge will help VTAE Districts to be more responsive to technological changes in B/I. It will facilitate the design and offering of relevant training programs for B/I.

Chapter 3

Methodology

The research strategy for the project entailed two distinct phases. The first phase was exploratory research and the second phase was the formal survey study itself.

Phase 1

One of the first obligations of the project was to recruit individuals to serve on an advisory committee. The committee was to be representative of the VTAE System and Wisconsin business/industry. It was further decided that individuals from both the service and the manufacturing sectors of businesses needed to be represented on the committee. The following individuals were subsequently appointed to the advisory committee:

(1) Gene Beck, Assistant Director - Economic Development
Moraine Park Technical College
235 North National Avenue
Fond du Lac, Wisconsin 54936-1940

(2) Catherine Cotter, Economist
Wisconsin Board of VTAE
310 Price Place
Madison, Wisconsin 53707

(3) Merlin Gentz, Vice President Academic Affairs
Fox Valley Technical College
1825 North Bluemound Drive
Appleton, Wisconsin 54913-2277

(4) Sally Scott, Director of Education
Wisconsin restaurant Association
122 W. Washington
Madison, Wisconsin 53703

(5) Mike Weller, Manager Employee Relations
Miller Electric Manufacturing Company
1635 West Spencer
Appleton, Wisconsin 54912

The first advisory committee meeting was held on November 4, 1988 in Madison, Wisconsin. The purpose of this meeting was to discuss the purpose and goals of the project and to discuss training in business and industry. Items discussed during the meeting included: purpose of the project, overview of project objectives, activities and timelines, purpose of the advisory committee, suggestions of Wisconsin businesses and industries that could be interviewed during Phase 1, and, the types of questions that could be asked of businesses during the interviews as well as being included on the formal survey questionnaire for Phase 2. It was decided during the meeting that a similar but shorter version of the survey should be sent to the Adult Continuing Education coordinator at each of the sixteen VTAE Districts in Wisconsin.

Interviews

Project staff arranged interview dates with a selected number of the Wisconsin industries and businesses recommended by the advisory committee. These interview sites included both service and manufacturing businesses. Approximately one and one-half hours of time was set aside to complete each of the interviews. Interviews were scheduled with the training director, or if none existed, then with the employee relations director for the business. A total of eleven interviews were completed during this initial phase of the project.

At the completion of the interview process, project staff reviewed collectively the responses and comments obtained during the interviews. Draft copies of the two surveys were constructed

based on the information found in the review of the literature, from interviews with the training/employee relations directors, and from suggestions of the advisory committee. Surveys which were drafted included: Business/ Industry Training Needs Survey, and, VTAE-Business/Industry Training Needs Survey.

The draft copies of the two surveys were disseminated to the advisory committee members for their reaction and suggestions for possible modification. The advisory committee members returning the draft surveys indicated that the items included on the surveys were very appropriate and should generate good responses. As a result, no changes were made with the surveys. The surveys were then printed and ready for delivery to a random sample of businesses/industries throughout Wisconsin. The Business/Industry Training Needs Survey consisted of a cover letter and three pages of survey questions. The VTAE-Business/Industry Training Needs Survey consisted of a cover letter and two pages of survey questions.

A computer data tape was obtained from the Wisconsin Department of Industry, Labor and Human Relations. This tape contained the names/ addresses of more than 6,000 Wisconsin companies and/or self-employed individuals contributing unemployment compensation monies on behalf of their employees. In order to obtain a random selection of Wisconsin businesses, the names were sorted first by "type of business" (service vs. production/manufacturing) and second by "size of business" (number of employees: 1-19, 20-99, 100-499, or 500+). After the file names were sorted by the two methods, every fifteenth name

was selected, with mailing labels printed. Of the approximately 400 labels printed, 361 labels were regarded as useable. Some labels were not used as they were duplicate names.

The first page of the Business/Industry Training Needs Survey consisted of a cover letter that explained the purpose of the study and the attached survey. A business reply envelope was attached for the return of the survey. The business reply envelopes were coded so that returns could be monitored and those not returning the surveys could then be sent a second copy of the survey. The two mailings resulted in the return of 115 completed surveys. The rate of return for this survey was 32% (115 of 361 surveys).

The VTAE-Business/Industry Training Needs Survey was sent to the Adult Continuing Education Coordinator at each of the Vocational-Technical Colleges within Wisconsin. In the absence of this position, the survey was to be sent to the Economic Development Coordinator. This survey was a shorter version of the Business/Industry Training Needs Survey. Of the nineteen surveys sent, a total of 13 were returned for processing. This resulted in a rate of return of 68%.

Data Analysis Outline

Comments from all of the surveys were carefully recorded for analysis. Because of the apparent uniqueness of meaning, very little interpreting was done. The majority of items were appropriately written for computer analysis. The Business/Industry Training Needs Survey results were analyzed based on question 1 (type of business) and question 3 (number of

employees working in Wisconsin). The VTAE-Business/Industry Training Needs Survey consisted of a total summary of all respondents. A significant amount of information is available through the various modes of analysis obtained from the two surveys.

Final Report

The final report, including the report of findings, conclusions and recommendations, was begun after the second advisory committee meeting, held in June of 1989. The researchers have attempted to report the findings thought to be the most significant for the future of the VTAE system in regards to determining and meeting the training needs of business and industry within the state of Wisconsin.

Chapter 4

Findings of the Study

Introduction

This study of Wisconsin businesses and industries and the vocational-technical college system was completed to define how business/industry of differing sizes and types identify their training needs and obtain training services to satisfy these needs. This information will help Wisconsin's VTAE system to link its training services and capabilities with the training requirements of business and industry. To determine components of training and methods of determining training needs, available written documents, such as books, journal articles magazines and newspapers were researched for support documentation. When additional information was needed, it was collected through interviews with training directors at 10 businesses/industries, advisory committee members, and VTAE personnel. Finally, surveys were developed and administered to VTAE administrators and a random sample of businesses throughout Wisconsin.

This chapter presents data collected from these various sources. The surveys were entered and processed to provide the researchers several vantage points to view the different business/industry populations and the VTAE system. Comments from respondents were carefully summarized so as not to change the meaning of the statements.

Analysis of the Business/Industry Training Needs Survey

Survey results are provided in the Appendix section of this report. Breakouts are provided by total group, size of company,

and by type of business. Discussion on the more relevant findings is provided within this chapter.

Table 1 provides a breakout of the respondents according to their type of business. Of the 115 survey respondents, 41% were businesses which were manufacturing in scope. The next largest group of respondents was the retail/wholesale group which was 16% of returned surveys.

Table 1

Type of Business
(115 Surveys)

(1) 10% Agriculture, Mining, Energy, Construction
(2) 3% Broadcasting, Publishing, Advertising
(3) 7% Finance, Insurance, Banking, Real Estate
(4) 10% Health, Medical Services
(5) 5% Hotel, Restaurant
(6) 41% Manufacturing
(7) 16% Retail, Wholesale
(8) 5% Transportation, Utilities, Communications
(9) 3% Other

Table 2, on the following page, provides information related to the organizational structure of the businesses. Approximately 35% of the respondents were businesses having a single location business within Wisconsin. Another 21% of the respondents were businesses having two or more facility locations within Wisconsin. The remaining 44% of the respondents were businesses having multiple locations, some of which were sites located outside the State of Wisconsin.

Table 2

Organizational Structure

(1) 35% Single location business

(2) 21% Multiple location business (Within WI only)

(3) 44% Multiple location business (Some sites outside WI)

Table 3 indicates the number of employees working for the business. Businesses having multiple locations with sites outside of Wisconsin were asked to determine the number of employees that work within Wisconsin. More than 39% of the respondents indicated that 500 or more employees work for them within Wisconsin. An additional 30% indicated they employed between 100 and 499 employees.

Table 3

Number of Employees (WI only)

(1) 14% 1 - 19

(2) 17% 20 - 99

(3) 30% 100 - 499

(4) 39% 500+

Table 4 includes information related to types of training occurring within the business. Respondents were asked to rate the frequency of training for eleven areas. A 5 point rating scale system was used: 5 indicated that the business continuously completed training; 4 indicated training was completed monthly/quarterly; 3 indicated training was done

annually; 2 indicated that the business maintained no regular training schedule; and, 1 indicated that the business did no training. The area of training having the highest mean was Quality (Quality Management, Statistical Process Control, etc.) with 3.48. This indicates that for all respondents, training is occurring somewhere between monthly/quarterly and annually. Three other areas of training also had means above 3.00: Specific Technical Training (3.15), Computer Usage (3.04), and, Problem Solving/Decision Making (3.04). Four areas of training had means below 2.00, indicating that, on the average, either there is no set schedule for the training or training is not being completed in the area. These areas of training included: International Marketing/Global Market Place (1.51), Basic Literacy (Reading, Math, Communications) (1.67), Career Planning (1.72), and, Automated Manufacturing (CAM, Robotics, etc) (1.73).

Businesses were to also indicate those areas of training in which they did no training. Table 4, on the following page, indicates the percent of businesses which did not do any training in each of the areas. Those areas of training having the largest percentages of businesses who did no training included: International Marketing/Global Market Place (55%); Basic Literacy (Reading, Math, Communications) (54%); Automated Manufacturing (52%); and, Career Planning (46%). Conversely, few businesses did no training in the areas of: Quality (11%); Specific Technical Training (13%); Computer Usage (14%); Problem Solving/Decision Making (17%); Human Relations Skills (18%); and, Participatory Management (18%).

Table 4

Area of Training

	MEAN	No Training
Quality (Quality Mgmt, SPC, etc)	3.48	11%
Participatory Management (Work Team)	2.85	18%
Problem Solving/Decision Making	3.04	17%
International Marketing/ Global Market Place	1.51	55%
Automated Manufacturing (CAM,Robotics,etc)	1.73	52%
Basic Literacy (Reading, Math,Communications)	1.67	54%
Specific Technical Training	3.15	13%
Train the Trainer	2.26	30%
Career Planning	1.72	46%
Human Relations Skills	2.85	18%
Computer Usage	3.04	14%

5 - Continuously Training
4 - Training Monthly/Quarterly
3 - Training Annually
2 - No Regular Schedule for Training
1 - No Training Done for this Area

Table 5 provides a detailed analysis of information displayed in Table 4. This table indicates the mean frequency of areas of training according to the size of the business (number of Wisconsin employees). Generally, as the size of the business increased, the mean frequency of the areas of training also increased. In several of the areas, the mean more than doubled from small business (1-19 employees) to the large business (500+ employees). Three areas of training had the largest mean frequency for the businesses having 20-99 employees: participatory management (3.50), problem solving/decision making

(3.21) and basic literacy (2.25). This may suggest that businesses with 20-99 employees are newer businesses involved in the processes of start-up or desire to establish themselves for further growth. Areas of training that received lower mean frequencies included: international marketing, automated manufacturing, basic literacy and career planning.

Table 5

Area of Training
Frequency by Size of Business (Mean)

	1-19	20-99	100-499	500+
Quality	2.18	3.75	3.29	3.90
Participatory Management	2.18	3.50	2.52	3.07
Problem Solving/ Decision Making	2.83	3.21	2.86	3.20
International Marketing	1.00	1.25	1.81	1.51
Automated Manufacturing	1.40	1.67	1.74	1.84
Basic Literacy	1.60	2.25	1.42	1.68
Specific Technical Training	2.15	2.36	2.93	3.90
Train the Trainer	1.45	2.23	2.07	2.63
Career Planning	1.10	1.50	1.68	1.97
Human Relations Skills	1.30	2.08	2.93	3.45
Computer Usage	1.55	2.69	3.11	3.54

5 - Continuously Training
4 - Training Monthly/Quarterly
3 - Training Annually
2 - No Regular Schedule for Training
1 - No Training Done for this Area

Table 6 indicates the percent of businesses indicating that they do no training in the same areas of training discussed in previous tables. This table provides a breakout by size of the business. As can be viewed on the table, small businesses (1-19 employees) indicated more often that they do no training than the other three sizes of businesses. One explanation for this is that some of these businesses were sole proprietors where there were no employees in the business. Areas of training in which approximately 50% or more of the businesses indicated no training was completed included: international marketing, automated manufacturing, basic literacy and career planning.

Table 6
Area of Training
No Training by Size of Business (percent)

	1-19	20-99	100-499	500+
Quality	44%	5%	9%	4%
Participatory Management	44%	5%	24%	11%
Problem Solving/ Decision Making	31%	11%	18%	13%
International Marketing	63%	47%	53%	56%
Automated Manufacturing	56%	47%	53%	51%
Basic Literacy	44%	32%	62%	60%
Specific Technical Training	31%	11%	18%	4%
Train the Trainer	44%	21%	41%	22%
Career Planning	56%	37%	53%	42%
Human Relations Skills	44%	26%	18%	7%
Computer Usage	38%	16%	6%	11%

Survey respondents were asked to rate the importance of eleven characteristics when considering training within their business. The degree of importance ranged from no importance to extremely important. A five point rating scale was used and means calculated for each of the characteristics listed on Table 7. The characteristic viewed as most important was: content of the training should be practical, useable by employees on job (4.73). Two other characteristics had means above 4.00: instructors must be effective (4.67), and, training program should be offered on a timely basis to employees/staff (4.22). Businesses also indicated that training needs to be adaptable to the job needs of a variety of employees (3.95), that evaluation of the training by the employees must be positive for it to be provided again (3.71), and that follow-up evaluation of employee job performances must indicate that the training increased/ improved the employee (3.79). The two characteristics viewed as having the least importance included: training must lead towards the certification requirements for employees (2.29), and, associate degree credits must be available (2.06).

Table 7

Characteristics	Mean
Training program should be quickly developed	3.48
Training program should be offered on a timely basis to employees/staff	4.22
Content of the training should be practical, useable by employee on job	4.73
Instructors must be effective	4.67
Associate degree credits must be available	2.06
Training must be adaptable to the job needs of a variety of employees	3.95
Training must lead towards the certification requirements for employees	2.29
Evaluation of the training by the employees must be positive for it to be provided again	3.71
Follow-up evaluation of employee job performances must indicate that the training increased/improved the employee	3.79
Training must be provided on-site	3.35
Training must be available for all shifts	3.18

5- EI- Extremely Important to our training
4- I- Important to our training
3- NS- Not sure whether it is important or no
2- LI- Little importance to our training
1- NI- No importance to our training

Table 8 indicates the ways in which the businesses link with their local vocational-technical college. Approximately 50% responded that their employees are sent to the vocational-technical college for courses and/or seminar training. Almost 45% indicated that vocational-technical college graduates are hired by their businesses. The remaining seven items ranged from 6% to 28%. Approximately one-third of survey respondents omitted this question, suggesting that they do not link with their local VTAE district in any respect.

Table 8

In which of the following ways does your business link with your local VTAE district? (Check all that apply)

(1) 28% Employees serve on special committees for the VTAE

(2) 28% Employees serve on program advisory committees for the VTAE

(3) 6% Employees are members of VTAE District or Foundation Boards

(4) 17% Employees teach courses for the VTAE

(5) 6% VTAE staff do in-plant needs assessments for our business

(6) 18% VTAE staff do in-plant training for our business

(7) 50% Employees are sent to the VTAE for courses/seminar training

(8) 26% VTAE Co-op students or interns are hired by our business

(9) 45% VTAE graduates are hired by our business

33% Omitted Question

Table 9 provides information as to the barriers perceived by businesses regarding their linking and/or working with their local vocational-technical college. The most critical barriers for the businesses included: the vocational-technical college lacks programs and/or expertise in some areas in which training is needed (28%), not knowing who to contact or having to contact several people at the vocational-technical college (24%), and, businesses cannot release employees during their shift to attend vocational-technical college classes (23%). Approximately 37% of the respondents omitted the question, suggesting that perhaps they have no perceived barriers when linking/working with their VTAE district.

Table 9

What barriers does your business have regarding linkages/working with your local VTAE district? (Check all that apply)

(1) 24% Not knowing who to contact or having to contact several people at our VTAE district

(2) 9% Schedule/calendar at our VTAE district does not match our training schedule

(3) 23% We cannot release employees during their shift to attend VTAE classes

(4) 3% Paperwork required to gain approval for VTAE to train our employees

(5) 7% Confidential nature of our data/information/ business

(6) 10% Lack of qualified instructors at our VTAE district

(7) 28% VTAE lacks programs/expertise in some areas in which we need to train

(8) 11% Our multiple-sites/multiple locations make it difficult to employ a VTAE instructor from one district

37% Omitted Question

Respondents were also asked to write in any comments they may have regarding training, suggestions on how the VTAE district could better assist them in areas related to training, difficulties they may encounter with the development of training programs, and so forth. The following are the more relevant comments from the returned surveys. These comments are as they were written and have not been changed as this could change the context of what was being stated.

Written Comments from Question Number 91

* VTAE Quality Training has been outstanding. Very important for our organization. It would be helpful if more reference materials were available through VTAE, i.e., reference library, etc.

* VTAE staff (instructors and administrators) need to become more customer-oriented, screen their instructors and less generic in their offerings. Offerings must be needs-based and results-oriented.
* Employees are reluctant to pursue VTAE education because once they get an Associate Degree, the credits are more often than not, not transferable to an institution offering a Baccalaureate Degree. This is especially true with the UW System schools. Must be transferability of credits!!!
* We depend on our VTAE district. Always contact them as external resource. However, we identify need and look for high-quality program. Do not appreciate poor-quality program, "canned" programs (when tailoring is requested), or a sell job on unrequested or unrelated topics. They have done well for us on many occasions.
* To the best of my knowledge, our company has no formal or informal link to the VTAE district in our area. I just haven't been aware of the services it offers.
* As a contractor, it is not practical for me to train my construction employees. I hire people who can already do the work required and if a person is unable to work up to par, economics dictate that that person no longer be employed by my company. There is a need for training before they reach contractors' job sites.
* Apprenticeship program training can be a problem on occasion. Instructors for some shielded trades areas are difficult to come by.

* We consider the apprenticeship program very important to our business. Much of the success of the program results from an outstanding instructor.
* The lack of time and the presence of ongoing work pressures affect networking and training opportunities on both sides. The telephone system is difficult (that is, no one answers and calls don't seem to be forwarded much of the time).
* We need more information.
* We have had a good relationship with VTAE. There is a need for VTAE to be on the cutting edge of manufacturing technology and its application to business. Especially in areas of JIT and World Class Manufacturing.
* Provide students with more and current labor market information. Students are not mobile enough - won't go to where the opportunities are growing. Due to the nature of our business, there are many positions for which you do not train - due to the nature of your (VTAE) business. Having worked at a VTAE school, my strongest comment is that more needs to be put into marketing your product - the trained student - not just in marketing your training programs. Right now, for example, you (VTAE) have two clerks operating your Placement Office - no professionals out in the business community and no recognition by the institution of the value to the bottom line in investing in the placement aspect of the operation.
* We are just beginning to look at training corporate-wide. There have been many hit and miss attempts at training by

H

individual departments, but we have never tried to develop a corporation approach until now. Even now, however, we do not have a philosophical commitment or monetary commitment. We just conducted a needs analysis of supervisory/management level employers and hope to propose we begin a corporation program for them.

Analysis of the VTAE-Business/Industry Training Needs Survey

Survey results are provided in the Appendix section of this report. Discussion on the more relevant findings is provided within this chapter.

Survey respondents (VTAE Adult Continuing Education or Economic Development Coordinator) were asked to review the eleven areas of training that were included on the Business/Industry survey. Respondents were asked to estimate the yearly average number of businesses that do request one or more VTAE staff to assist them in training for each of the areas. Then, respondents were to indicate with a check mark where more of the training occurred: In-Plant, or, Within the VTAE facility. Although respondents were instructed to check only one location, some checked both. As a result, percentages for the two locations may be somewhat elevated. Results of this part of the survey are included on Table 10 on the following page.

Respondents were asked to indicate the percent of time that training in each of the areas has been completed within the business as opposed to training within the VTAE facility. Of the 13 respondents, 15% indicated that training was completed within

their businesses more than 74% of the time. Another 46% indicated that they completed training within the business 50-74% of the time. Another 15% trained within the business 25-49% of the time. Only 23% indicated that training was completed within the business less than 25% of the time.

Table 10

Areas of Training Reported By VTAE
Adult and Continuing Education Coordinators

AREA OF TRAINING	Total Number of Businesses Per Year Total 14 Responses	Range of Responses reported by Districts (number businesses)	Training Generally Completed In-Plant (Number/percent)	Training Generally Completed in VTAE (number/percent)
1. Quality (Quality Mngmt, SPC, etc.)	201	0-36	71% (10)	57% (8)
2. Participatory Management (Work Team)	161	0-40	64% (9)	64% (9)
3. Problem Solving/Decision Making	136	0-44	64% (9)	50% (7)
4. International Marketing/Global Market Place	40	0-20	7% (1)	36% (5)
5. Automated Manufacturing (CAM, Robotics, etc)	74	0-25	14% (2)	43% (6)
6. Basic Literacy (Reading, Math, Communications)	78	0-20	57% (8)	36% (5)
7. Specific Technical Training	787	0-300	71% (10)	21% (3)
8. Train the Trainer	30	0-10	50% (7)	14% (2)
9. Career Planning	88	0-31	29% (4)	57% (8)
10. Human Relations Skills	157	0-37	50% (7)	57% (8)
11. Computer Usage	364	0-100	29% (4)	93% (13)

VTAE survey respondents indicated that their districts have barriers in linking with local businesses: 36% indicated that not knowing who to contact or having to contact several people at the business was a barrier; 36% also indicated that the schedule

of the VTAE district did not match the training schedules needed by businesses; 57% pointed out that VTAE employees could not be released during the times needed by businesses for the training (i.e. daytime); 64% answered that a lack of qualified instructors within the VTAE district prevented the district from presenting certain types of training requested by businesses; 43% indicated that their district lacked programs/expertise in some of the areas in which businesses needed training; and, 57% indicated that the multiple sites and/or multiple locations of some of the businesses throughout Wisconsin made it difficult for instructors from the district to train at all of the locations of the business.

Chapter 5

Conclusions and Recommendations of the Study

Conclusions

Overall, there is an indication that businesses are involved in training and see the need to expand this training if they are to continue operating. The analysis of information from the two surveys substantiates the importance of VTAE districts to work with businesses to provide specific areas of training needed by the businesses. Following are the more important conclusions which were drawn from the analysis of survey data and the recommendations to the Wisconsin State Board for VTAE concerning the conclusions. The different analyses have provided an abundance of statistical information which may be important to the needs of the reader/user of the data. The responses to open-ended questions have also provided information that can be used in developing links between the VTAE system and businesses.

1. Businesses do have VTAE districts provide training to their employees. However, the cost-benefit of the training received usually cannot be identified by the business or by the VTAE district that provided the training.
2. Training in basic literacy, computer assisted manufacturing and international marketing is limited.
3. Small companies do the least training.
4. There is a trend for companies to establish a human resource development (HRD) department. However, many companies still do not have one person or department that is responsible for training.

5. Companies want to have training delivered quickly, tailored to their needs, and of high quality (QTQ).
6. Companies link with VTAE districts in a variety of ways. Two effective ways to develop linkages are serving on advisory committees and teaching classes for the technical colleges.

Recommendations

The following recommendations are made based on the data collected in the interviews and from the analysis of the surveys:

1. The process and procedures used when training is offered across VTAE district boundaries needs to be reviewed, revised as needed, and communicated widely to business/industry and VTAE district staff. Interview and survey results revealed that there were problems associated with training that had to take place in two or more VTAE districts. Part of this may be due to a lack of understanding of the current process. In other instances there appeared to be a need to simplify and clarify the procedures. Also, the process needs to include a way to monitor the progress and quality of training that takes place across district lines. In one instance, the district offering the original training made arrangements with a company to have a second VTAE district conduct a training program at a facility the company was developing in the second district. However, the training program in the second district never materialized because the second district did not have staff with the competencies needed to conduct the training program. At that point, the business sought a professional consultant to do the training.
2. Each VTAE district needs to identify a contact point or office that companies can telephone when they need assistance with developing and/or offering training programs. This office needs to be publicized so that businesses/industries within the district know that they can contact it about

training needs. This office should be given a name that is meaningful to people in business and industry. Also, each district should use the same name or title. This would make it easier for businesses and industries to identify the appropriate office and thus facilitate communications. Interviews and survey results indicated that companies often times were not aware of the appropriate office to contact at their local VTAE district. It was even more confusing to companies that have offices in two or more VTAE districts when these districts have different names or contact people for business/industry training.

3. VTAE districts and staff members need to continue to work to develop flexible delivery systems for training needed by district business and industries. Companies involved in the study indicated that training programs had to be offered on a timely basis and instructors must be effective. This means that VTAE districts must be able to quickly respond to business/industry training needs and provide competent instructors. Since the instructors in a regular full-time VTAE program benefit from exposure to current business problems and technology, procedures and processes should be developed for involving these instructors in customized training for business and industry.
4. VTAE districts need to orient manufacturers in their area about the benefits and opportunities involved with computer assisted manufacturing. During the manufacturers' interviews, they indicated a need to develop more

knowledgeable and expertise in this area. However, the mail survey revealed that a majority of the manufacturers were not conducting any training in this area. Since most forecasters in the technical area say that computer assisted manufacturing will be necessary for survival in a world marketplace, VTAE districts should take a proactive approach to this area.

5. VTAE coordinators need to continue and expand their efforts to identify and contact people at companies in their district. Almost one-third of the adult and continuing education coordinators who responded to that phase of the survey study indicated that not knowing who to contact or having to contact several people in a business was a barrier to providing training. Approximately one-half of the companies responding indicated that they had a training or human resources director. In addition, several of the companies in the interview phase of the study mentioned that they were moving toward the appointment of either a training or human resource director. This would appear to be a good contact point for VTAE coordinators. This should be a good contact point since the person in this office will be knowledgeable of the company's training program and training needs. In addition, it should facilitate a coordinated effort between the company and the VTAE district. This will reduce the amount of individual contacts and surveys received by the business.

6. Further research and study should be completed on developing an effective system for evaluating the impacts of training done for companies. This system must include a procedure for linking costs with the training outcomes to determine the cost effectiveness of training. When business/industry has a clearer understanding of the cost/benefit of specific training, they may be more apt to contract for such training from the VTAE district.
7. More research needs to be done on the need for basic literacy training, computer assisted manufacturing and international marketing. These competency areas were identified during the interviews as ones where further training was needed. However, in the survey there was little training reported. This could be caused by the fact that there is a need in these areas but companies have been unable to develop training programs to respond to them. Or, it could be that there is not an extensive general need for training in these areas.

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APPENDIX A

SURVEY RESULTS BY TYPE OF BUSINESS FOR TOTAL GROUP

CVTAE
CENTER FOR VOCATIONAL TECHNICAL AND ADULT EDUCATION
715-232-1382

April 24, 1989

To: Training Director/Human Resources Director/Personnel Director

The Center for Vocational, Technical and Adult Education at the University of Wisconsin-Stout is currently involved in a research study for the Wisconsin State Board for Vocational, Technical and Adult Education to determine whether VTAE colleges can improve methods in which they offer training to businesses as well as providing the specific types of training needed.

A major component of the study involves completing a survey, which appears on the following three pages. Only a random sample of 350 businesses/industries in Wisconsin are being surveyed. As a result, it is extremely important to our study that this survey be completed and returned to us for data analysis.

If your business/industry has a Training Director, please have this person complete the survey. Otherwise, have that person most connected to in-house training complete the survey. The survey should take approximately 20-25 minutes to complete. A self-addressed, stamped envelope is enclosed for the return of the survey. Individual comments on the survey will be kept confidential, with only composite information being shared with the VTAE colleges. If you would like to have a copy of the summary results of the study, please indicate this in the area provided at the end of the survey. Please return the survey by May 8, 1989.

If you have any questions regarding the survey or the study, please contact either Alan Gilbertson or Orv Nelson at (715) 232-1388. Thank you for your assistance with this important study.

Alan Gilbertson
Associate Researcher

Orv Nelson
Co-Director CVTAE

Please answer the following questions and statements as they relate to your business involvement with training activities.

1. Type of Business (Check One):

(1) ____ Agriculture, Mining, Energy, Construction
(2) ____ Broadcasting, Publishing, Advertising
(3) ____ Finance, Insurance, Banking, Real Estate
(4) ____ Health, Medical Services
(5) ____ Hotel, Restaurant
(6) ____ Manufacturing
(7) ____ Retail, Wholesale
(8) ____ Transportation, Utilities, Communications
(9) ____ Other (Please Specify):
_____

2. Organizational Structure:

(1) ____ Single location business
(2) ____ Multiple location business (Within WI only)
(3) ____ Multiple location business (Some sites outside of WI)

3. Number of Employees (WI only):

(1) ____ 1 - 19
(2) ____ 20 - 99
(3) ____ 100 - 499
(4) ____ 500+

4. If you are a Training Director/Human Resources Director or another individual designated as responsible for training, please check your appropriate title below (Only one check):

(1) ____ Training Director
(2) ____ Human Resources Director
(3) ____ Personnel Director
(4) ____ Other (Please specify):
_____
(5) ____ We do not have anyone designated as being responsible for training

5. If you do not have anyone responsible for training, do you plan to create a position or designate someone to be responsible for training?

(1) ____ Yes, within one year
(2) ____ Yes, but unsure when
(3) ____ Not sure
(4) ____ No
(5) ____ Already have someone designated

The following matrix lists areas of training, the individual(s) providing the training, and the frequency that the training is provided within the business. Please review each area and rate that area according to the scales provided. Section A asks you to rate how frequently the training is done. If training is not done in that specific area, skip section B and go to the next area of training. Section B asks you to determine how much training is being completed by 5 groups. Note the example.

A.
Frequency of Training
5 - Continuously
4 - Monthly/Quarterly
3 - Annually
2 - No regular schedule
1 - No training - skip Section B, go to next Area of Training

B.
Extent of Training Provided by Individual/Group
4 - Does all of the training in this area
3 - Does most of the training in this area
2 - Does some of the training in this area
1 - Does none of the training in this area

Area of Training	A.	B. Extent of Training Provided By				
						Other (Rate and write-in individual/Group)
Job Orientation (Example)						
6-11. Quality (Quality Mgmt, SPC, etc).....						
12-17. Participatory Management (Work Team).....						
18-23. Problem Solving/Decision Making.....						
24-29. International Marketing/Global Market Place.....						
30-35. Automated Manufacturing (CAM,Robotics,etc)....						
36-41. Basic Literacy (Reading,Math,Communications) ..						
42-47. Specific Technical Training.....						
48-53. Train the Trainer						
54-59. Career Planning						
60-65. Human Relations Skills						
66-71. Computer Usage						
Other (List:_____)						

72. Which of the following training technologies are used with the training you provide to employees/staff? (Check all that apply)

(1) ____ Self-study guides
(2) ____ VCR
(3) ____ Interactive Video
(4) ____ Separate training room
(5) ____ Telecommunications (TV, Satellite dish)
(6) ____ Other

73. Who determines what types of training is to be completed? (Check all that apply)

(1) ____ Training Director/HRD/Training Staff
(2) ____ Department Managers
(3) ____ Employees
(4) ____ VTAE
(5) ____ University
(6) ____ Consultants
(7) ____ Other (Please specify):
_____

74. When do you make the determination of whether training is needed?

(1) ____ Continuously
(2) ____ Monthly
(3) ____ Quarterly
(4) ____ Annually
(5) ____ No regular schedule
(6) ____ Do not assess needs

75. What techniques do you use in determining training needs? (Check all that apply)

(1) ____ Performance Evaluations
(2) ____ Focus Groups
(3) ____ Critical Incident Reviews
(4) ____ Analyze Problems & Determine Needs
(5) ____ Analysis of Earnings Reports or cost/benefit analysis
(6) ____ Suggestions of Employees/Staff
(7) ____ Recommendations of Consultants/Inspectors (outside)
(8) ____ Recommendations of VTAE staff
(9) ____ Production/Output Records
(10) ____ Other (Please specify):
_____

Please rate the following characteristics as to their importance when considering training within your business. Use the scale to rate the degree of importance. Circle your response.

5- EI- Extremely Important to our training
4- I- Important to our training
3-NS-Not sure whether it is important or not
2- LI- Little importance to our training
1- NI-No importance to our training

Characteristics	EI 5	I 4	NS 3	L 2	N 1
76. Training program should be quickly developed	5	4	3	2	1
77. Training program should be offered on a timely basis to employees/staff	5	4	3	2	1
78. Content of the training should be practical, useable by employee on job	5	4	3	2	1
79. Instructors must be effective	5	4	3	2	1
80. Associate degree credits must be available	5	4	3	2	1
81. Training must be adaptable to the job needs of a variety of employees	5	4	3	2	1
82. Training must lead towards the certification requirements for employees	5	4	3	2	1
83. Evaluation of the training by the employees must be positive for it to be provided again	5	4	3	2	1
84. Follow-up evaluation of employee job performances must indicate that the training increased/improved the employee	5	4	3	2	1
85. Training must be provided on-site	5	4	3	2	1
86. Training must be available for all shifts	5	4	3	2	1
87. Other (list: _____)	5	4	3	2	1
88. Other (list: _____)	5	4	3	2	1

89. In which of the following ways does your business link with your local VTAE district? (Check all that apply)

(1) ____ Employees serve on special committees for the VTAE
(2) ____ Employees serve on program advisory committees for the VTAE
(3) ____ Employees are members of VTAE District or Foundation Boards
(4) ____ Employees teach courses for the VTAE
(5) ____ VTAE staff do in-plant needs assessments for our business
(6) ____ VTAE staff do in-plant training for our business
(7) ____ Employees are sent to the VTAE for courses/seminar training
(8) ____ VTAE Co-op students or interns are hired by our business
(9) ____ VTAE graduates are hired by our business
(10) ____ Other (Specify: _____ _____)

90. What barriers does your business have regarding linkages/working with your local VTAE district? (Check all that apply)

(1) ____ Not knowing who to contact or having to contact several people at our VTAE district
(2) ____ Schedule/calendar at our VTAE district does not match our training schedule
(3) ____ We cannot release employees during their shift to attend VTAE classes
(4) ____ Paperwork required to gain approval for VTAE to train our employees
(5) ____ Confidential nature of our data/information/ business
(6) ____ Lack of qualified instructors at our VTAE district
(7) ____ VTAE lacks programs/expertise in some areas in which we need to train
(8) ____ Our multiple-sites/multiple locations make it difficult to employ a VTAE instructor from one district
(9) ____ Other (Specify: _____ _____)

91. Please use this space to write in any comments you may have regarding training, suggestions on how the VTAE district could better assist you in areas related to training, difficulties you may encounter with the development of training programs, etc.

If you would like a copy of the results of this survey study, please indicate this and print your name and address in the space below:

_____

_____

_____

Please return the survey in the enclosed envelope by May 8, 1989. Thank you for your time and input.

Alan Gilbertson
Associate Researcher
CVTAE, UW-Stout
218 Applied Arts Bldg.
Menomonie, WI 54751

TYPE OF BUSINESS (Total Group = 115 Surveys)

CVTAE/7319 BUSINESS/INDUSTRY TRAINING NEEDS SURVEY 3/89

Please answer the following questions and statements as they relate to your business involvement with training activities.

1. Type of Business (Check One):

(1) 10% Agriculture, Mining, Energy, Construction
(2) 3 Broadcasting, Publishing, Advertising
(3) 7 Finance, Insurance, Banking, Real Estate
(4) 10 Health, Medical Services
(5) 5 Hotel, Restaurant
(6) 41 Manufacturing
(7) 16 Retail, Wholesale
(8) 5 Transportation, Utilities, Communications
(9) 3 Other (Please Specify):

2. Organizational Structure:

(1) 35% Single location business
(2) 21 Multiple location business (Within WI only)
(3) 44 Multiple location business (Some sites outside of WI)

3. Number of Employees (WI only):

(1) 14% 1 - 19
(2) 17 20 - 99
(3) 30 100 - 499
(4) 39 500+

4. If you are a Training Director/Human Resources Director or another individual designated as responsible for training, please check your appropriate title below (Only one check):

(1) 17% Training Director
(2) 11 Human Resources Director
(3) 15 Personnel Director
(4) 30 Other (Please specify):
(5) 27 We do not have anyone designated as being responsible for training

5. If you do not have anyone responsible for training, do you plan to create a position or designate someone to be responsible for training?

(1) 3% Yes, within one year
(2) 8 Yes, but unsure when
(3) 9 Not sure
(4) 26 No
(5) 28 Already have someone designated

Frequency of Training

5 - Continuously
4 - Monthly/Quarterly
3 - Annually
2 - No regular schedule
1 - No training - skip Section B, go to next Area of Training

	Area of Training	Mean	% No Training	
6-11.	Quality (Quality Mgmt, SPC, etc).....	3.48	11	
12-17.	Participatory Management (Work Team).....	2.85	18	
18-23.	Problem Solving/Decision Making.....	3.04	17	
24-29.	International Marketing/Global Market Place.....	1.51	55	
30-35.	Automated Manufacturing (CAM,Robotics,etc)....	1.73	52	
36-41.	Basic Literacy (Reading,Math,Communications) ..	1.67	54	
42-47.	Specific Technical Training.....	3.15	13	
48-53.	Train the Trainer	2.26	30	
54-59.	Career Planning	1.72	46	
60-65.	Human Relations Skills	2.85	18	
66-71.	Computer Usage	3.04	14	

72. Which of the following training technologies are used with the training you provide to employees/staff? (Check all that apply)

(1) 70% Self-study guides
(2) 68 VCR
(3) 23 Interactive Video
(4) 51 Separate training room
(5) 15 Telecommunications (TV, Satellite dish)
(6) 30 Other

73. Who determines what types of training is to be completed? (Check all that apply)

(1) 57% Training Director/HRD/Training Staff
(2) 76 Department Managers
(3) 39 Employees
(4) 3 VTAE
(5) 2 University
(6) 10 Consultants
(7) 14 Other (Please specify): _____

74. When do you make the determination of whether training is needed?

(1) 51% Continuously
(2) 2 Monthly
(3) 3 Quarterly
(4) 8 Annually
(5) 40 No regular schedule
(6) 2 Do not assess needs

75. What techniques do you use in determining training needs? (Check all that apply)

(1) 68% Performance Evaluations
(2) 23 Focus Groups
(3) 26 Critical Incident Reviews
(4) 75 Analyze Problems & Determine Needs
(5) 14 Analysis of Earnings Reports or cost/benefit analysis
(6) 79 Suggestions of Employees/Staff
(7) 20 Recommendations of Consultants/Inspectors (outside)
(8) 3 Recommendations of VTAE staff
(9) 23 Production/Output Records
(10) - Other (Please specify): _____

Please rate the following characteristics as to their importance when considering training within your business. Use the scale to rate the degree of importance. Circle your response.

5- EI- Extremely Important to our training
4- I- Important to our training
3-NS-Not sure whether it is important or not
2- LI- Little importance to our training
1- NI-No importance to our training

Characteristic	Mean.....
76. Training program should be quickly developed	3.48
77. Training program should be offered on a timely basis to employees/staff	4.22
78. Content of the training should be practical, useable by employee on job	4.73
79. Instructors must be effective	4.67
80. Associate degree credits must be available	2.06
81. Training must be adaptable to the job needs of a variety of employees	3.95
82. Training must lead towards the certification requirements for employees	2.29
83. Evaluation of the training by the employees must be positive for it to be provided again	3.71
84. Follow-up evaluation of employee job performances must indicate that the training increased/improved the employee	3.79
85. Training must be provided on-site	3.35
86. Training must be available for all shifts	3.18
87. Other	4.29
88. Other	4.00

89. In which of the following ways does your business link with your local VTAE district? (Check all that apply)

(1) 28% Employees serve on special committees for the VTAE
(2) 28 Employees serve on program advisory committees for the VTAE
(3) 6 Employees are members of VTAE District or Foundation Boards
(4) 17 Employees teach courses for the VTAE
(5) 6 VTAE staff do in-plant needs assessments for our business
(6) 18 VTAE staff do in-plant training for our business
(7) 50 Employees are sent to the VTAE for courses/seminar training
(8) 26 VTAE Co-op students or interns are hired by our business
(9) 45 VTAE graduates are hired by our business
(10) - Other (Specify: _____)

33% Omitted Question

90. What barriers does your business have regarding linkages/working with your local VTAE district? (Check all that apply)

(1) 24% Not knowing who to contact or having to contact several people at our VTAE district
(2) 9 Schedule/calendar at our VTAE district does not match our training schedule
(3) 23 We cannot release employees during their shift to attend VTAE classes
(4) 3 Paperwork required to gain approval for VTAE to train our employees
(5) 7 Confidential nature of our data/information/ business
(6) 10 Lack of qualified instructors at our VTAE district
(7) 28 VTAE lacks programs/expertise in some areas in which we need to train
(8) 11 Our multiple-sites/multiple locations make it difficult to employ a VTAE instructor from one district
(9) 4 Other (Specify: _____)

37% Omitted Question

91. Please use this space to write in any comments you may have regarding training, suggestions on how the VTAE district could better assist you in areas related to training, difficulties you may encounter with the development of training programs, etc.

BUSINESS/INDUSTRY TRAINING NEEDS SURVEY 3/89

1. Type of Business (Check One):

(9) Electrical HTG and AC Contractor

(9) School

(9) Publications Printing

(7) Sales Representative

(9) Industrial Chemical Distribution

(9) Architecture/Engineering

(9) Urban Mass Transit

(9) Data Processing Services

(9) Scientific Research

(9) Services

(4) Training/employee relations/administrator

(9) MPG Rep.

(9) Employment service

(9) Chemical Sanitation and Cleaning Prod.

(9) Painting/Publishing/Consumer Package Goods

(9) Recreational Bowling/Service

2. Organizational Structure:

(2) Job Sites

4. If you are a Training Director/Human Resources Director or another individual designated as responsible for training, please check your appropriate title below (only one check):

(4) President
President
Owner
Superintendent
Publisher
Production Manager
Marketing Coordinator
Assistant Vice President - Consumer Banking
Controller
Personnel Specialist
Plant Manager
President (Department managers training most personnel)
Director of Technology
AVP Personnel & Training
Organizational Development Consultant
Employee Relations Manager
Assistant Vice President - Training and Development
Training Coordinator
Director Public Affairs & Organizational Development
Training Specialist
General Manager
Manager - Training
Office Manager
(3) Personnel Manager
(4) Management/Owner
(4) Office & Benefits Administrator
Safety Director
Vice-President
Owner
Owner
Manager - Training and Communications
General Manager
Director Sales/Marketing/Training
Training Manager

5. If you do not have anyone responsible for training, do you plan to create a position or designate someone to be responsible for training?

There really hasn't been a committment of resumes yet.

72. Which of the following training technologies are used with the training you provide to employees/staff? (Check all that apply)

(6) None

(6) On job with skilled person

(6) in-house on the job

(4) Computer training only

(6) field-on-the-job site training

(6) Computer program

(6) On the job

(6) OJT

73. Who determines what types of training is to be completed? (Check all that apply)

(7) Owner

(7) Owner

(7) Publishers

(7) President

(1) Vice President of Human Resources determines the training needed for employees

(7) headquarters

(7) Usually corporate staff if it fails within their area of responsiblility

(7) President

(7) Employee - business owner

(7) Management

(7) Me

(7) Officers

(7) Vice-President of Administration

(7) Owner

(7) Owner

(7) Owner

(7) General Manager

74. When do you make the determination of whether training is needed?

(4) General staff

(5) No regular schedule

75. What techniques do you use in determining training needs? (Check all that apply)

(10) Skills and knowledge inventories

(10) Attitude Surveys

(1) Based on expectations and gaps which exist

(1) Surveys, formal research

(1) 1. 1:1 interviews with management, etc.

2. exit interviews

3. progress evaluations

(10) Absenteeism, turnover, grievances, demotions

(10) Employee Attitude Survey

Please rate the following characteristics as to their importance when considering training within your business. Use the scale to rate the degree of importance.

87. Other (list:

We train our people ourselves

1. Must be a positive approach
2. Must contribute to the total person

89. In which of the following ways does your business link with your local VTAE district? (Check all that apply)

(10) None

(10) Screen prospective employees

(10) None

(10) Thru North Central Technical College

(10) Wausau Business/Education Representative

(10) No involvement except for recruiting

(7) Sometimes, not regularly

(10) Consulting

(10) None of the above

(10) None

(10) None

(10) None of the above

90. What barriers does your business have regarding linkages/working with your local VTAE district? (Check all that apply)

(9) No barriers

(9) None

(9) We have had a very cooperative effort with VTAE

(9) No barriers

(9) Reliance on corporate programs

(9) Most of our training programs cannot be generic - must be stylized to our specific needs and market

(10) poor image and experiences with some VTAE trainers

(11) Much of our training is field training or "field" delivered.

(12) Summer months

(9) Over market programs. Need better quality programs. Change emphasis.

(9) Little relavance to our business

(9) None

(9) Little relavance to our business

(9) None

QUESTION NUMBER 91

VTAE Quality Training has been outstanding. Very important for our organization. It would be helpful if more reference materials were available through VTAE, i.e., reference library, etc.

VTAE staff (instructors and administrators) need to become more customer-service oriented, screen their instructors and less generic in their offerings. Offerings must be needs-based and results-oriented.

The lack of time and the presence of ongoing work pressures affect networking and training opportunities on both sides. The phone systme is difficult (that is, no one ansers and calls don't seem to be forwarded much of the time)

We need more information.

We have been able to use effectively several resources from Stout. Have been a valuable resource in our training and developmental efforts. We are looking at UW-Stout as a major and valuable resource in our projected growth.

We have had a good relationship with VTAE. There is a need for VTAE to be on the cutting edge of manufacturing technology and its application to business. Especially in areas of JIT and World Class Manufacturing.

We don't use VTAE students on a national basis.

Many of our managers are involved in courses at MATC during evening hours. There are programs specifically designed for management or supervisory training. We find them very useful. We are in the process of developing an internal supervisory course as part of our management training program, but development time is hard to come by.

Employees are reluctant to pursue VTAE education because once they get an Associate Degree, the credits are more often than not, not transferable to an institution offering a Baccalaureate Degree. This is especially true with the UW System schools. Must be transferability of credits!!!

We are a union contractor and therefore have no need for a training program.

We use VTAE for our office training, but the field men are specialized and we train ourselves.

Please send informaiton in regards to training the trainer and course outline for bankers.

Most of our training is done in-house or at our manufacturers factory. Our training is usually quite technical. We have hired a consultant within the past year for motivation training.

At this time we are not involved with VTAE.

Our employees have access to courses offered at WCTC or MATC or the UW system and reimbursed if the courses apply. We are a machining center job shop and becasue we are specialized in machining center work, we do most of our training in-house with our own people.

Our three office/sales employees lack general business training and need a basic skills course to enhance what they learn on the job. Part of this would encompass the equivalent of a junior business course including such courses as typing, bookkeeping, record keeping, general office procedures, filing, telephone etiquette, record keeping, etc. Most important would be to develop an attitude on the job of thinking like a team and being aware of a company image, realizing for some customers that outside of product or service, the invoice is the only visual image they have of a company. If it is sloppy or incorrect, that influences their concept of the company. We are a very small firm. We expect to grow and hire additional employees. A high school diploma has not, for some time, guaranteed mastery of basic skills in reading, writing, spelling and math. If we can find someone with common sense and courtesy, we'll work from there and try to train on the job.

I'm sorry but your survey has no relevance to my business. I am a sole proprietor with one full time and one part time garage door installer. My wife does the office work. My sons are my installers and when we have a change in installation procedures or a new product line we work it out in house or have a factory rep come in. My wife and I do have an interest in basic computer operation training and are considering classes offered by WCTC.

Provide students with more and current labor market information. Students are not mobile enough - won't go to where the opportunities are growing. Due to the nature of our business as a there are many positions for which you do not train - due to the nature of your business. Having worked at a VTAE school my strongest comment is that more needs to be put into marketing your product - the trained student - not just in marketing your training programs. Right now, for example at WCTC you have two clerks operating your Placement Office - no professionals out in the business community and no recognition by the institution of the value to the bottom line in investing in the placement aspect of the operation.

At this point I'm not sure this applies to our shop. When hiring, we look for people who are skilled in machine shop work - running milling machines, lathes, drill presses, etc. We want people who can read micrometers, vinears, etc. and who are familiar with reading blue prints. We also need people who are familiar with a computer and CNC Lathe, as some of our machines are computer run and all have digital read-outs. Thank you.

We are just beginning to look at training corporate-wide. There have been many hit and miss attempts at training by individual departments, but we have never tried to develop a corporation approach until now. Even now, however, we do not have a philosophical committment or monetary committment. We just conducted a needs analysis of supervisory/managment level employers and hope to propose we begin a corporation program for them.

We depend on our VTAE district. Always contact them as external resource. However, we identify need and look for high-quality program. Do not appreciate poor-quality program, "canned" programs (when tailoring is requested), or a sell job on unrequested on unrelated topics. They have done well for us on many occasions.

Apprentice program training can be a problem on occasion. Instructors for some shielded trades areas are difficult to come by.

Very small business relay doesn't apply.

As a contractor it is not practical for me to train my construction employees. I hire people who can already do the work required and if a person is unable to work up to par economics dictate that that person no longer be employed by my company. There is a need for training before they reach contractors job sites.

We consider the apprenticeship program veryimportant to our business. Much of the success of the program results from an outstanding instructor.

To the best of my knowledge, our company has no formal or informal link to VTAE in our area. I just haven't been aware of the services it offers.

Please note I have left this Wisconsin business effective 7/1/89.

We do our own training.

APPENDIX B

SURVEY RESULTS BY SIZE OF BUSINESS (4 SIZES)

SIZE OF BUSINESS (1 - 19 Employees)

CVTAE/7319 BUSINESS/INDUSTRY TRAINING NEEDS SURVEY 3/89

Please answer the following questions and statements as they relate to your business involvement with training activities.

1. Type of Business (Check One):

(1) 38% Agriculture, Mining, Energy, Construction
(2) - Broadcasting, Publishing, Advertising
(3) 6 Finance, Insurance, Banking, Real Estate
(4) 13 Health, Medical Services
(5) - Hotel, Restaurant
(6) 6 Manufacturing
(7) 38 Retail, Wholesale
(8) - Transportation, Utilities, Communications
(9) - Other (Please Specify):

2. Organizational Structure:

(1) 100% Single location business
(2) - Multiple location business (Within WI only)
(3) - Multiple location business (Some sites outside of WI)

3. Number of Employees (WI only):

(1) 100% 1 - 19
(2) - 20 - 99
(3) - 100 - 499
(4) - 500+

4. If you are a Training Director/Human Resources Director or another individual designated as responsible for training, please check your appropriate title below (Only one check):

(1) 13% Training Director
(2) - Human Resources Director
(3) - Personnel Director
(4) 31 Other (Please specify):
(5) 56 We do not have anyone designated as being responsible for training

5. If you do not have anyone responsible for training, do you plan to create a position or designate someone to be responsible for training?

(1) 6% Yes, within one year
(2) - Yes, but unsure when
(3) 19 Not sure
(4) 56 No
(5) 13 Already have someone designated

Frequency of Training

5 - Continuously
4 - Monthly/Quarterly
3 - Annually
2 - No regular schedule
1 - No training - skip Section B, go to next Area of Training

	Area of Training	Mean	% No Training	
6-11.	Quality (Quality Mgmt, SPC, etc).....	2.18	44	
12-17.	Participatory Management (Work Team).....	2.18	44	
18-23.	Problem Solving/Decision Making.....	2.83	31	
24-29.	International Marketing/Global Market Place.....	1.00	63	
30-35.	Automated Manufacturing (CAM,Robotics,etc)....	1.40	56	
36-41.	Basic Literacy (Reading,Math,Communications)..	1.60	44	
42-47.	Specific Technical Training.....	2.15	31	
48-53.	Train the Trainer	1.45	44	
54-59.	Career Planning	1.10	56	
60-65.	Human Relations Skills	1.30	44	
66-71.	Computer Usage	1.55	38	

72. Which of the following training technologies are used with the training you provide to employees/staff? (Check all that apply)

(1) 56 % Self-study guides
(2) 19 VCR
(3) - Interactive Video
(4) 6 Separate training room
(5) - Telecommunications (TV, Satellite dish)
(6) 56 Other

73. Who determines what types of training is to be completed? (Check all that apply)

(1) 13% Training Director/HRD/Training Staff
(2) 25 Department Managers
(3) 31 Employees
(4) 6 VTAE
(5) - University
(6) 6 Consultants
(7) 31 Other (Please specify):

_____

74. When do you make the determination of whether training is needed?

(1) 25% Continuously
(2) - Monthly
(3) - Quarterly
(4) 13 Annually
(5) 56 No regular schedule
(6) 6 Do not assess needs

75. What techniques do you use in determining training needs? (Check all that apply)

(1) 56% Performance Evaluations
(2) 6 Focus Groups
(3) 13 Critical Incident Reviews
(4) 56 Analyze Problems & Determine Needs
(5) - Analysis of Earnings Reports or cost/benefit analysis
(6) 63 Suggestions of Employees/Staff
(7) 13 Recommendations of Consultants/Inspectors (outside)
(8) 6 Recommendations of VTAE staff
(9) 13 Production/Output Records
(10) - Other (Please specify):

_____

Please rate the following characteristics as to their importance when considering training within your business. Use the scale to rate the degree of importance. Circle your response.

5- EI- Extremely Important to our training
4- I- Important to our training
3-NS-Not sure whether it is important or not
2- LI- Little importance to our training
1- NI-No importance to our training

Characteristic	Mean.....
76. Training program should be quickly developed	3.36
77. Training program should be offered on a timely basis to employees/staff	3.79
78. Content of the training should be practical, useable by employee on job	4.64
79. Instructors must be effective	4.21
80. Associate degree credits must be available	1.54
81. Training must be adaptable to the job needs of a variety of employees	3.00
82. Training must lead towards the certification requirements for employees	1.64
83. Evaluation of the training by the employees must be positive for it to be provided again	3.21
84. Follow-up evaluation of employee job performances must indicate that the training increased/improved the employee	3.29
85. Training must be provided on-site	3.50
86. Training must be available for all shifts	2.08
87. Other	3.67
88. Other	-

89. In which of the following ways does your business link with your local VTAE district? (Check all that apply)

(1) _-_ Employees serve on special committees for the VTAE
(2) _-_ Employees serve on program advisory committees for the VTAE
(3) _-_ Employees are members of VTAE District or Foundation Boards
(4) _-_ Employees teach courses for the VTAE
(5) _-_ VTAE staff do in-plant needs assessments for our business
(6) _-_ VTAE staff do in-plant training for our business
(7) _25%_ Employees are sent to the VTAE for courses/seminar training
(8) _6_ VTAE Co-op students or interns are hired by our business
(9) _19_ VTAE graduates are hired by our business
(10) _-_ Other (Specify: _____)

90. What barriers does your business have regarding linkages/working with your local VTAE district? (Check all that apply)

(1) _31%_ Not knowing who to contact or having to contact several people at our VTAE district
(2) _6_ Schedule/calendar at our VTAE district does not match our training schedule
(3) _19_ We cannot release employees during their shift to attend VTAE classes
(4) _-_ Paperwork required to gain approval for VTAE to train our employees
(5) _-_ Confidential nature of our data/information/ business
(6) _-_ Lack of qualified instructors at our VTAE district
(7) _6_ VTAE lacks programs/expertise in some areas in which we need to train
(8) _6_ Our multiple-sites/multiple locations make it difficult to employ a VTAE instructor from one district
(9) _-_ Other (Specify:_____)

91. Please use this space to write in any comments you may have regarding training, suggestions on how the VTAE district could better assist you in areas related to training, difficulties you may encounter with the development of training programs, etc.

SIZE OF BUSINESS (20 - 99 Employees)

CVTAE/7319 BUSINESS/INDUSTRY TRAINING NEEDS SURVEY 3/89

Please answer the following questions and statements as they relate to your business involvement with training activities.

1. Type of Business (Check One):

(1) 11% Agriculture, Mining, Energy, Construction
(2) 11 Broadcasting, Publishing, Advertising
(3) - Finance, Insurance, Banking, Real Estate
(4) 11 Health, Medical Services
(5) - Hotel, Restaurant
(6) 32 Manufacturing
(7) 26 Retail, Wholesale
(8) - Transportation, Utilities, Communications
(9) 11 Other (Please Specify):

2. Organizational Structure:

(1) 53% Single location business
(2) 21 Multiple location business (Within WI only)
(3) 26 Multiple location business (Some sites outside of WI)

3. Number of Employees (WI only):

(1) - 1 - 19
(2) 100% 20 - 99
(3) - 100 - 499
(4) - 500+

4. If you are a Training Director/Human Resources Director or another individual designated as responsible for training, please check your appropriate title below (Only one check):

(1) 5% Training Director
(2) - Human Resources Director
(3) 11 Personnel Director
(4) 37 Other (Please specify):
(5) 53 We do not have anyone designated as being responsible for training

5. If you do not have anyone responsible for training, do you plan to create a position or designate someone to be responsible for training?

(1) - Yes, within one year
(2) 16 Yes, but unsure when
(3) 16 Not sure
(4) 42 No
(5) 5 Already have someone designated

Frequency of Training

5 - Continuously
4 - Monthly/Quarterly
3 - Annually
2 - No regular schedule
1 - No training - skip Section B, go to next Area of Training

	Area of Training	Mean	% No Training	
6-11.	Quality (Quality Mgmt, SPC, etc).....	3.75	5	
12-17.	Participatory Management (Work Team).....	3.50	5	
18-23.	Problem Solving/Decision Making.....	3.21	11	
24-29.	International Marketing/Global Market Place.....	1.25	47	
30-35.	Automated Manufacturing (CAM,Robotics,etc)....	1.67	47	
36-41.	Basic Literacy (Reading,Math,Communications)..	2.25	32	
42-47.	Specific Technical Training.....	2.36	11	
48-53.	Train the Trainer	2.23	21	
54-59.	Career Planning	1.50	37	
60-65.	Human Relations Skills	2.08	26	
66-71.	Computer Usage	2.69	16	

72. Which of the following training technologies are used with the training you provide to employees/staff? (Check all that apply)

(1) 58% Self-study guides
(2) 53 VCR
(3) 16 Interactive Video
(4) 26 Separate training room
(5) 11 Telecommunications (TV, Satellite dish)
(6) 37 Other

73. Who determines what types of training is to be completed? (Check all that apply)

(1) 26% Training Director/HRD/Training Staff
(2) 68 Department Managers
(3) 21 Employees
(4) - VTAE
(5) - University
(6) 5 Consultants
(7) 26 Other (Please specify):

_____

74. When do you make the determination of whether training is needed?

(1) 53% Continuously
(2) 5 Monthly
(3) - Quarterly
(4) - Annually
(5) 47 No regular schedule
(6) - Do not assess needs

75. What techniques do you use in determining training needs? (Check all that apply)

(1) 68% Performance Evaluations
(2) 11 Focus Groups
(3) 32 Critical Incident Reviews
(4) 68 Analyze Problems & Determine Needs
(5) 11 Analysis of Earnings Reports or cost/benefit analysis
(6) 95 Suggestions of Employees/Staff
(7) 16 Recommendations of Consultants/Inspectors (outside)
(8) - Recommendations of VTAE staff
(9) 32 Production/Output Records
(10) - Other (Please specify):

_____

Please rate the following characteristics as to their importance when considering training within your business. Use the scale to rate the degree of importance. Circle your response.

5- EI- Extremely Important to our training
4- I- Important to our training
3-NS-Not sure whether it is important or not
2- LI- Little importance to our training
1- NI-No importance to our training

Characteristic	Mean
76. Training program should be quickly developed	3.47
77. Training program should be offered on a timely basis to employees/staff	3.84
78. Content of the training should be practical, useable by employee on job	4.58
79. Instructors must be effective	4.74
80. Associate degree credits must be available	2.16
81. Training must be adaptable to the job needs of a variety of employees	4.00
82. Training must lead towards the certification requirements for employees	2.21
83. Evaluation of the training by the employees must be positive for it to be provided again	3.89
84. Follow-up evaluation of employee job performances must indicate that the training increased/improved the employee	3.53
85. Training must be provided on-site	3.79
86. Training must be available for all shifts	2.84
87. Other	5.00
88. Other	5.00

89. In which of the following ways does your business link with your local VTAE district? (Check all that apply)

(1) 26% Employees serve on special committees for the VTAE
(2) 21 Employees serve on program advisory committees for the VTAE
(3) 5 Employees are members of VTAE District or Foundation Boards
(4) 5 Employees teach courses for the VTAE
(5) - VTAE staff do in-plant needs assessments for our business
(6) 5 VTAE staff do in-plant training for our business
(7) 42 Employees are sent to the VTAE for courses/seminar training
(8) 16 VTAE Co-op students or interns are hired by our business
(9) 42 VTAE graduates are hired by our business
(10) - Other (Specify: _____ _____)

90. What barriers does your business have regarding linkages/working with your local VTAE district? (Check all that apply)

(1) 16% Not knowing who to contact or having to contact several people at our VTAE district
(2) 11 Schedule/calendar at our VTAE district does not match our training schedule
(3) 47 We cannot release employees during their shift to attend VTAE classes
(4) 11 Paperwork required to gain approval for VTAE to train our employees
(5) 11 Confidential nature of our data/information/ business
(6) 11 Lack of qualified instructors at our VTAE district
(7) 26 VTAE lacks programs/expertise in some areas in which we need to train
(8) 11 Our multiple-sites/multiple locations make it difficult to employ a VTAE instructor from one district
(9) 5 Other (Specify:_____ _____)

91. Please use this space to write in any comments you may have regarding training, suggestions on how the VTAE district could better assist you in areas related to training, difficulties you may encounter with the development of training programs, etc.

SIZE OF BUSINESS (100 - 499 Employees)

CVTAE/7319 BUSINESS/INDUSTRY TRAINING NEEDS SURVEY 3/89

Please answer the following questions and statements as they relate to your business involvement with training activities.

1. Type of Business (Check One):

(1) 9% Agriculture, Mining, Energy, Construction
(2) 3 Broadcasting, Publishing, Advertising
(3) 3 Finance, Insurance, Banking, Real Estate
(4) 3 Health, Medical Services
(5) - Hotel, Restaurant
(6) 56 Manufacturing
(7) 18 Retail, Wholesale
(8) 6 Transportation, Utilities, Communications
(9) 3 Other (Please Specify):

2. Organizational Structure:

(1) 21% Single location business
(2) 26 Multiple location business (Within WI only)
(3) 53 Multiple location business (Some sites outside of WI)

3. Number of Employees (WI only):

(1) - 1 - 19
(2) - 20 - 99
(3) 100% 100 - 499
(4) - 500+

4. If you are a Training Director/Human Resources Director or another individual designated as responsible for training, please check your appropriate title below (Only one check):

(1) 9% Training Director
(2) 12 Human Resources Director
(3) 26 Personnel Director
(4) 29 Other (Please specify):
(5) 24 We do not have anyone designated as being responsible for training

5. If you do not have anyone responsible for training, do you plan to create a position or designate someone to be responsible for training?

(1) 3% Yes, within one year
(2) 9 Yes, but unsure when
(3) 9 Not sure
(4) 21 No
(5) 35 Already have someone designated

Frequency of Training

5 - Continuously
4 - Monthly/Quarterly
3 - Annually
2 - No regular schedule
1 - No training - skip Section B, go to next Area of Training

	Area of Training	Mean	% No Training	
6-11.	Quality (Quality Mgmt, SPC, etc).....	3.29	9	
12-17.	Participatory Management (Work Team).....	2.52	24	
18-23.	Problem Solving/Decision Making.....	2.86	18	
24-29.	International Marketing/Global Market Place.....	1.81	53	
30-35.	Automated Manufacturing (CAM,Robotics,etc)....	1.74	53	
36-41.	Basic Literacy (Reading,Math,Communications) ..	1.42	62	
42-47.	Specific Technical Training.....	2.93	18	
48-53.	Train the Trainer	2.07	41	
54-59.	Career Planning	1.68	53	
60-65.	Human Relations Skills	2.93	18	
66-71.	Computer Usage	3.11	6	

72. Which of the following training technologies are used with the training you provide to employees/staff? (Check all that apply)

(1) 74% Self-study guides
(2) 74 VCR
(3) 21 Interactive Video
(4) 41 Separate training room
(5) 12 Telecommunications (TV, Satellite dish)
(6) 24 Other

73. Who determines what types of training is to be completed? (Check all that apply)

(1) 50% Training Director/HRD/Training Staff
(2) 88 Department Managers
(3) 35 Employees
(4) 3 VTAE
(5) 3 University
(6) 9 Consultants
(7) 12 Other (Please specify):

_____

74. When do you make the determination of whether training is needed?

(1) 41% Continuously
(2) - Monthly
(3) 3 Quarterly
(4) 9 Annually
(5) 50 No regular schedule
(6) 3 Do not assess needs

75. What techniques do you use in determining training needs? (Check all that apply)

(1) 65% Performance Evaluations
(2) 12 Focus Groups
(3) 21 Critical Incident Reviews
(4) 65 Analyze Problems & Determine Needs
(5) 12 Analysis of Earnings Reports or cost/benefit analysis
(6) 74 Suggestions of Employees/Staff
(7) 18 Recommendations of Consultants/Inspectors (outside)
(8) - Recommendations of VTAE staff
(9) 18 Production/Output Records
(10) - Other (Please specify):

_____

Please rate the following characteristics as to their importance when considering training within your business. Use the scale to rate the degree of importance. Circle your response.

5- EI- Extremely Important to our training
4- I- Important to our training
3-NS-Not sure whether it is important or not
2- LI- Little importance to our training
1- NI-No importance to our training

Characteristic	Mean.....
76. Training program should be quickly developed	3.45
77. Training program should be offered on a timely basis to employees/staff	4.09
78. Content of the training should be practical, useable by employee on job	4.58
79. Instructors must be effective	4.58
80. Associate degree credits must be available	2.03
81. Training must be adaptable to the job needs of a variety of employees	3.88
82. Training must lead towards the certification requirements for employees	2.18
83. Evaluation of the training by the employees must be positive for it to be provided again	3.64
84. Follow-up evaluation of employee job performances must indicate that the training increased/improved the employee	3.76
85. Training must be provided on-site	3.15
86. Training must be available for all shifts	3.18
87. Other	2.50
88. Other	-

89. In which of the following ways does your business link with your local VTAE district? (Check all that apply)

(1) 24% Employees serve on special committees for the VTAE
(2) 26 Employees serve on program advisory committees for the VTAE
(3) - Employees are members of VTAE District or Foundation Boards
(4) 6 Employees teach courses for the VTAE
(5) 6 VTAE staff do in-plant needs assessments for our business
(6) 9 VTAE staff do in-plant training for our business
(7) 41 Employees are sent to the VTAE for courses/seminar training
(8) 26 VTAE Co-op students or interns are hired by our business
(9) 44 VTAE graduates are hired by our business
(10) - Other (Specify: _____ _____)

90. What barriers does your business have regarding linkages/working with your local VTAE district? (Check all that apply)

(1) 15% Not knowing who to contact or having to contact several people at our VTAE district
(2) 3 Schedule/calendar at our VTAE district does not match our training schedule
(3) 12 We cannot release employees during their shift to attend VTAE classes
(4) - Paperwork required to gain approval for VTAE to train our employees
(5) 3 Confidential nature of our data/information/ business
(6) 6 Lack of qualified instructors at our VTAE district
(7) 29 VTAE lacks programs/expertise in some areas in which we need to train
(8) 6 Our multiple-sites/multiple locations make it difficult to employ a VTAE instructor from one district
(9) 3 Other (Specify: _____ _____)

91. Please use this space to write in any comments you may have regarding training, suggestions on how the VTAE district could better assist you in areas related to training, difficulties you may encounter with the development of training programs, etc.

SIZE OF BUSINESS (500+ Employees)

CVTAE/7319 BUSINESS/INDUSTRY TRAINING NEEDS SURVEY 3/89

Please answer the following questions and statements as they relate to your business involvement with training activities.

1. Type of Business (Check One):

(1) - Agriculture, Mining, Energy, Construction
(2) - Broadcasting, Publishing, Advertising
(3) 11% Finance, Insurance, Banking, Real Estate
(4) 16 Health, Medical Services
(5) 13 Hotel, Restaurant
(6) 47 Manufacturing
(7) 2 Retail, Wholesale
(8) 9 Transportation, Utilities, Communications
(9) 2 Other (Please Specify):

2. Organizational Structure:

(1) 16% Single location business
(2) 24 Multiple location business (Within WI only)
(3) 60 Multiple location business (Some sites outside of WI)

3. Number of Employees (WI only):

(1) - 1 - 19
(2) - 20 - 99
(3) - 100 - 499
(4) 100% 500+

4. If you are a Training Director/Human Resources Director or another individual designated as responsible for training, please check your appropriate title below (Only one check):

(1) 31% Training Director
(2) 20 Human Resources Director
(3) 13 Personnel Director
(4) 24 Other (Please specify):
(5) 9 We do not have anyone designated as being responsible for training

5. If you do not have anyone responsible for training, do you plan to create a position or designate someone to be responsible for training?

(1) 2% Yes, within one year
(2) 7 Yes, but unsure when
(3) 2 Not sure
(4) 13 No
(5) 36 Already have someone designated

Frequency of Training

5 - Continuously
4 - Monthly/Quarterly
3 - Annually
2 - No regular schedule
1 - No training - skip Section B, go to next Area of Training

Area of Training	Mean	% No Training	
6-11. Quality (Quality Mgmt, SPC, etc).....	3.90	4	
12-17. Participatory Management (Work Team).....	3.07	11	
18-23. Problem Solving/Decision Making.....	3.20	13	
24-29. International Marketing/Global Market Place.....	1.51	56	
30-35. Automated Manufacturing (CAM,Robotics,etc)....	1.84	51	
36-41. Basic Literacy (Reading,Math,Communications)..	1.68	60	
42-47. Specific Technical Training.....	3.90	4	
48-53. Train the Trainer	2.63	22	
54-59. Career Planning	1.97	42	
60-65. Human Relations Skills	3.45	7	
66-71. Computer Usage	3.54	11	

72. Which of the following training technologies are used with the training you provide to employees/staff? (Check all that apply)

(1) 78% Self-study guides
(2) 87 VCR
(3) 33 Interactive Video
(4) 84 Separate training room
(5) 24 Telecommunications (TV, Satellite dish)
(6) 22 Other

73. Who determines what types of training is to be completed? (Check all that apply)

(1) 91% Training Director/HRD/Training Staff
(2) 87 Department Managers
(3) 51 Employees
(4) - VTAE
(5) - University
(6) 13 Consultants
(7) 4 Other (Please specify):

74. When do you make the determination of whether training is needed?

(1) 67% Continuously
(2) 2 Monthly
(3) 4 Quarterly
(4) 9 Annually
(5) 24 No regular schedule
(6) - Do not assess needs

75. What techniques do you use in determining training needs? (Check all that apply)

(1) 73% Performance Evaluations
(2) 42 Focus Groups
(3) 33 Critical Incident Reviews
(4) 91 Analyze Problems & Determine Needs
(5) 20 Analysis of Earnings Reports or cost/benefit analysis
(6) 82 Suggestions of Employees/Staff
(7) 27 Recommendations of Consultants/Inspectors (outside)
(8) 7 Recommendations of VTAE staff
(9) 29 Production/Output Records
(10) - Other (Please specify):

Please rate the following characteristics as to their importance when considering training within your business. Use the scale to rate the degree of importance. Circle your response.

5- EI- Extremely Important to our training
4- I- Important to our training
3-NS-Not sure whether it is important or not
2- LI- Little importance to our training
1- NI-No importance to our training

Characteristic	Mean.....
76. Training program should be quickly developed	3.52
77. Training program should be offered on a timely basis to employees/staff	4.62
78. Content of the training should be practical, useable by employee on job	4.93
79. Instructors must be effective	4.84
80. Associate degree credits must be available	2.16
81. Training must be adaptable to the job needs of a variety of employees	4.27
82. Training must lead towards the certification requirements for employees	2.58
83. Evaluation of the training by the employees must be positive for it to be provided again	3.86
84. Follow-up evaluation of employee job performances must indicate that the training increased/improved the employee	4.09
85. Training must be provided on-site	3.24
86. Training must be available for all shifts	3.62
87. Other	4.88
88. Other	-

89. In which of the following ways does your business link with your local VTAE district? (Check all that apply)

(1) 42% Employees serve on special committees for the VTAE
(2) 42 Employees serve on program advisory committees for the VTAE
(3) 13 Employees are members of VTAE District or Foundation Boards
(4) 38 Employees teach courses for the VTAE
(5) 11 VTAE staff do in-plant needs assessments for our business
(6) 38 VTAE staff do in-plant training for our business
(7) 71 Employees are sent to the VTAE for courses/seminar training
(8) 38 VTAE Co-op students or interns are hired by our business
(9) 58 VTAE graduates are hired by our business
(10) - Other (Specify: _____ _____)

90. What barriers does your business have regarding linkages/working with your local VTAE district? (Check all that apply)

(1) 31% Not knowing who to contact or having to contact several people at our VTAE district
(2) 13 Schedule/calendar at our VTAE district does not match our training schedule
(3) 24 We cannot release employees during their shift to attend VTAE classes
(4) 4 Paperwork required to gain approval for VTAE to train our employees
(5) 11 Confidential nature of our data/information/ business
(6) 16 Lack of qualified instructors at our VTAE district
(7) 36 VTAE lacks programs/expertise in some areas in which we need to train
(8) 18 Our multiple-sites/multiple locations make it difficult to employ a VTAE instructor from one district
(9) 7 Other (Specify:_____ _____)

91. Please use this space to write in any comments you may have regarding training, suggestions on how the VTAE district could better assist you in areas related to training, difficulties you may encounter with the development of training programs, etc.

APPENDIX C

SURVEY RESULTS BY INDIVIDUAL TYPE OF BUSINESS:

Agriculture

Health/Medical Services

Hotel/Restaurant

Manufacturing

Retail/Wholesale

TYPE OF BUSINESS (Agriculture = 11 Surveys)

CYTAE/7319 BUSINESS/INDUSTRY TRAINING NEEDS SURVEY 3/89

Please answer the following questions and statements as they relate to your business involvement with training activities.

1. Type of Business (Check One):

(1) 10% Agriculture, Mining, Energy, Construction
(2) - Broadcasting, Publishing, Advertising
(3) - Finance, Insurance, Banking, Real Estate
(4) - Health, Medical Services
(5) - Hotel, Restaurant
(6) - Manufacturing
(7) - Retail, Wholesale
(8) - Transportation, Utilities, Communications
(9) - Other (Please Specify):

2. Organizational Structure:

(1) 73% Single location business
(2) 9% Multiple location business (Within WI only)
(3) 18% Multiple location business (Some sites outside of WI)

3. Number of Employees (WI only):

(1) 55% 1 - 19
(2) 18% 20 - 99
(3) 27% 100 - 499
(4) - 500+

4. If you are a Training Director/Human Resources Director or another individual designated as responsible for training, please check your appropriate title below (Only one check):

(1) 9% Training Director
(2) - Human Resources Director
(3) - Personnel Director
(4) 27% Other (Please specify):
(5) 64% We do not have anyone designated as being responsible for training

5. If you do not have anyone responsible for training, do you plan to create a position or designate someone to be responsible for training?

(1) - Yes, within one year
(2) 9% Yes, but unsure when
(3) 18% Not sure
(4) 55% No
(5) 18% Already have someone designated

Frequency of Training

5 - Continuously
4 - Monthly/Quarterly
3 - Annually
2 - No regular schedule
1 - No training - skip Section B, go to next Area of Training

	Area of Training	Mean	% No Training	
6-11.	Quality (Quality Mgmt, SPC, etc).....	2.30	45	
12-17.	Participatory Management (Work Team).....	2.40	45	
18-23.	Problem Solving/Decision Making.....	2.50	36	
24-29.	International Marketing/Global Market Place.....	1.50	64	
30-35.	Automated Manufacturing (CAM,Robotics,etc)....	1.50	64	
36-41.	Basic Literacy (Reading,Math,Communications)..	1.75	45	
42-47.	Specific Technical Training.....	1.90	36	
48-53.	Train the Trainer	1.75	45	
54-59.	Career Planning	1.38	55	
60-65.	Human Relations Skills	1.78	45	
66-71.	Computer Usage	1.70	45	

72. Which of the following training technologies are used with the training you provide to employees/staff? (Check all that apply)

(1) 73% Self-study guides
(2) 45% VCR
(3) - Interactive Video
(4) 9% Separate training room
(5) - Telecommunications (TV, Satellite dish)
(6) 55% Other

73. Who determines what types of training is to be completed? (Check all that apply)

(1) 18% Training Director/HRD/Training Staff
(2) 45% Department Managers
(3) 45% Employees
(4) 9% VTAE
(5) - University
(6) - Consultants
(7) 36% Other (Please specify): _____

74. When do you make the determination of whether training is needed?

(1) 9% Continuously
(2) - Monthly
(3) - Quarterly
(4) 9% Annually
(5) 64% No regular schedule
(6) 9% Do not assess needs

75. What techniques do you use in determining training needs? (Check all that apply)

(1) 45% Performance Evaluations
(2) 18% Focus Groups
(3) 9% Critical Incident Reviews
(4) 55% Analyze Problems & Determine Needs
(5) - Analysis of Earnings Reports or cost/benefit analysis
(6) 64% Suggestions of Employees/Staff
(7) - Recommendations of Consultants/Inspectors (outside)
(8) 9% Recommendations of VTAE staff
(9) 27% Production/Output Records
(10) - Other (Please specify): _____

Please rate the following characteristics as to their importance when considering training within your business. Use the scale to rate the degree of importance. Circle your response.

5- EI- Extremely Important to our training
4- I- Important to our training
3-NS-Not sure whether it is important or not
2- LI- Little importance to our training
1- NI-No importance to our training

Characteristic	Mean.....
76. Training program should be quickly developed	3.00
77. Training program should be offered on a timely basis to employees/staff	3.10
78. Content of the training should be practical, useable by employee on job	4.30
79. Instructors must be effective	3.90
80. Associate degree credits must be available	1.50
81. Training must be adaptable to the job needs of a variety of employees	2.90
82. Training must lead towards the certification requirements for employees	1.90
83. Evaluation of the training by the employees must be positive for it to be provided again	2.40
84. Follow-up evaluation of employee job performances must indicate that the training increased/improved the employee	2.70
85. Training must be provided on-site	3.00
86. Training must be available for all shifts	2.11
87. Other	
88. Other	

89. In which of the following ways does your business link with your local VTAE district? (Check all that apply)

(1) 9% Employees serve on special committees for the VTAE
(2) 9% Employees serve on program advisory committees for the VTAE
(3) - Employees are members of VTAE District or Foundation Boards
(4) - Employees teach courses for the VTAE
(5) - VTAE staff do in-plant needs assessments for our business
(6) - VTAE staff do in-plant training for our business
(7) 36% Employees are sent to the VTAE for courses/seminar training
(8) 18% VTAE Co-op students or interns are hired by our business
(9) 45% VTAE graduates are hired by our business
(10) - Other (Specify: _____)

90. What barriers does your business have regarding linkages/working with your local VTAE district? (Check all that apply)

(1) 27% Not knowing who to contact or having to contact several people at our VTAE district
(2) 9% Schedule/calendar at our VTAE district does not match our training schedule
(3) 27% We cannot release employees during their shift to attend VTAE classes
(4) 9% Paperwork required to gain approval for VTAE to train our employees
(5) - Confidential nature of our data/information/ business
(6) 9% Lack of qualified instructors at our VTAE district
(7) 27% VTAE lacks programs/expertise in some areas in which we need to train
(8) 9% Our multiple-sites/multiple locations make it difficult to employ a VTAE instructor from one district
(9) 9% Other (Specify:_____)

91. Please use this space to write in any comments you may have regarding training, suggestions on how the VTAE district could better assist you in areas related to training, difficulties you may encounter with the development of training programs, etc.

TYPE OF BUSINESS (Health = 12)

CYTAE/7319 BUSINESS/INDUSTRY TRAINING NEEDS SURVEY 3/89

Please answer the following questions and statements as they relate to your business involvement with training activities.

1. Type of Business (Check One):

(1) - Agriculture, Mining, Energy, Construction
(2) - Broadcasting, Publishing, Advertising
(3) - Finance, Insurance, Banking, Real Estate
(4) 10% Health, Medical Services
(5) - Hotel, Restaurant
(6) - Manufacturing
(7) - Retail, Wholesale
(8) - Transportation, Utilities, Communications
(9) - Other (Please Specify):

2. Organizational Structure:

(1) 25% Single location business
(2) 42% Multiple location business (Within WI only)
(3) 33% Multiple location business (Some sites outside of WI)

3. Number of Employees (WI only):

(1) 17% 1 - 19
(2) 17% 20 - 99
(3) 8% 100 - 499
(4) 58% 500+

4. If you are a Training Director/Human Resources Director or another individual designated as responsible for training, please check your appropriate title below (Only one check):

(1) 17% Training Director
(2) 25% Human Resources Director
(3) 17% Personnel Director
(4) 17% Other (Please specify):
(5) 25% We do not have anyone designated as being responsible for training

5. If you do not have anyone responsible for training, do you plan to create a position or designate someone to be responsible for training?

(1) - Yes, within one year
(2) 8% Yes, but unsure when
(3) 8% Not sure
(4) 17% No
(5) 42% Already have someone designated

Frequency of Training

5 - Continuously
4 - Monthly/Quarterly
3 - Annually
2 - No regular schedule
1 - No training - skip Section B, go to next Area of Training

	Area of Training	Mean	% No Training	
6-11.	Quality (Quality Mgmt, SPC, etc).....	3.27	8	
12-17.	Participatory Management (Work Team).....	2.64	25	
18-23.	Problem Solving/Decision Making.....	3.04	17	
24-29.	International Marketing/Global Market Place.....	1.80	58	
30-35.	Automated Manufacturing (CAM,Robotics,etc)....	1.00	67	
36-41.	Basic Literacy (Reading,Math,Communications) ..	1.13	58	
42-47.	Specific Technical Training.....	3.60	17	
48-53.	Train the Trainer	2.10	42	
54-59.	Career Planning	1.50	67	
60-65.	Human Relations Skills	3.30	0	
66-71.	Computer Usage	2.78	17	

72. Which of the following training technologies are used with the training you provide to employees/staff? (Check all that apply)

(1) 50% Self-study guides
(2) 67% VCR
(3) 17% Interactive Video
(4) 67% Separate training room
(5) 25% Telecommunications (TV, Satellite dish)
(6) 58% Other

73. Who determines what types of training is to be completed? (Check all that apply)

(1) 67% Training Director/HRD/Training Staff
(2) 75% Department Managers
(3) 33% Employees
(4) - VTAE
(5) - University
(6) 17% Consultants
(7) 8% Other (Please specify):

74. When do you make the determination of whether training is needed?

(1) 42% Continuously
(2) 8% Monthly
(3) 8% Quarterly
(4) 17% Annually
(5) 42% No regular schedule
(6) - Do not assess needs

75. What techniques do you use in determining training needs? (Check all that apply)

(1) 67% Performance Evaluations
(2) 25% Focus Groups
(3) 58% Critical Incident Reviews
(4) 83% Analyze Problems & Determine Needs
(5) 17% Analysis of Earnings Reports or cost/benefit analysis
(6) 92% Suggestions of Employees/Staff
(7) 33% Recommendations of Consultants/Inspectors (outside)
(8) 8% Recommendations of VTAE staff
(9) 17% Production/Output Records
(10) - Other (Please specify):

Please rate the following characteristics as to their importance when considering training within your business. Use the scale to rate the degree of importance. Circle your response.

5- EI- Extremely Important to our training
4- I- Important to our training
3-NS-Not sure whether it is important or not
2- LI- Little importance to our training
1- NI-No importance to our training

Characteristic	Mean.....
76. Training program should be quickly developed	3.09
77. Training program should be offered on a timely basis to employees/staff	4.36
78. Content of the training should be practical, useable by employee on job	4.82
79. Instructors must be effective	4.82
80. Associate degree credits must be available	2.27
81. Training must be adaptable to the job needs of a variety of employees	4.18
82. Training must lead towards the certification requirements for employees	2.45
83. Evaluation of the training by the employees must be positive for it to be provided again	3.90
84. Follow-up evaluation of employee job performances must indicate that the training increased/improved the employee	2.91
85. Training must be provided on-site	3.18
86. Training must be available for all shifts	3.27
87. Other	5.00
88. Other	5.00

89. In which of the following ways does your business link with your local VTAE district? (Check all that apply)

(1) 25% Employees serve on special committees for the VTAE
(2) 42% Employees serve on program advisory committees for the VTAE
(3) - Employees are members of VTAE District or Foundation Boards
(4) 33% Employees teach courses for the VTAE
(5) - VTAE staff do in-plant needs assessments for our business
(6) 17% VTAE staff do in-plant training for our business
(7) 67% Employees are sent to the VTAE for courses/seminar training
(8) 50% VTAE Co-op students or interns are hired by our business
(9) 50% VTAE graduates are hired by our business
(10) - Other (Specify: _____
_____)

90. What barriers does your business have regarding linkages/working with your local VTAE district? (Check all that apply)

(1) 50% Not knowing who to contact or having to contact several people at our VTAE district
(2) 33% Schedule/calendar at our VTAE district does not match our training schedule
(3) 25% We cannot release employees during their shift to attend VTAE classes
(4) 8% Paperwork required to gain approval for VTAE to train our employees
(5) 17% Confidential nature of our data/information/ business
(6) 17% Lack of qualified instructors at our VTAE district
(7) 58% VTAE lacks programs/expertise in some areas in which we need to train
(8) 8% Our multiple-sites/multiple locations make it difficult to employ a VTAE instructor from one district
(9) - Other (Specify:_____
_____)

91. Please use this space to write in any comments you may have regarding training, suggestions on how the VTAE district could better assist you in areas related to training, difficulties you may encounter with the development of training programs, etc.

TYPE OF BUSINESS (Hotel/Restaurant = 6 Surveys)

CVTAE/7319 BUSINESS/INDUSTRY TRAINING NEEDS SURVEY 3/89

Please answer the following questions and statements as they relate to your business involvement with training activities.

1. Type of Business (Check One):

(1) - Agriculture, Mining, Energy, Construction
(2) - Broadcasting, Publishing, Advertising
(3) - Finance, Insurance, Banking, Real Estate
(4) - Health, Medical Services
(5) 5% Hotel, Restaurant
(6) - Manufacturing
(7) - Retail, Wholesale
(8) - Transportation, Utilities, Communications
(9) - Other (Please Specify):

2. Organizational Structure:

(1) - Single location business
(2) 50% Multiple location business (Within WI only)
(3) 50 Multiple location business (Some sites outside of WI)

3. Number of Employees (WI only):

(1) - 1 - 19
(2) - 20 - 99
(3) - 100 - 499
(4) 100% 500+

4. If you are a Training Director/Human Resources Director or another individual designated as responsible for training, please check your appropriate title below (Only one check):

(1) 33% Training Director
(2) 17 Human Resources Director
(3) 33 Personnel Director
(4) - Other (Please specify):
(5) 17 We do not have anyone designated as being responsible for training

5. If you do not have anyone responsible for training, do you plan to create a position or designate someone to be responsible for training?

(1) 17% Yes, within one year
(2) - Yes, but unsure when
(3) 17 Not sure
(4) - No
(5) 50 Already have someone designated

Frequency of Training

5 - Continuously
4 - Monthly/Quarterly
3 - Annually
2 - No regular schedule
1 - No training - skip Section B, go to next Area of Training

Area of Training	Mean	% No Training	
6-11. Quality (Quality Mgmt, SPC, etc).....	4.00	-	
12-17. Participatory Management (Work Team).....	2.80	17	
18-23. Problem Solving/Decision Making.....	3.00	17	
24-29. International Marketing/Global Market Place.....	1.80	67	
30-35. Automated Manufacturing (CAM,Robotics,etc)....	1.80	67	
36-41. Basic Literacy (Reading,Math,Communications) ..	1.00	83	
42-47. Specific Technical Training.....	3.67	-	
48-53. Train the Trainer	3.40	-	
54-59. Career Planning	1.60	33	
60-65. Human Relations Skills	3.50	-	
66-71. Computer Usage	2.40	33	

72. Which of the following training technologies are used with the training you provide to employees/staff? (Check all that apply)

(1) 67% Self-study guides
(2) 83 VCR
(3) 17 Interactive Video
(4) 83 Separate training room
(5) 17 Telecommunications (TV, Satellite dish)
(6) 17 Other

73. Who determines what types of training is to be completed? (Check all that apply)

(1) 100% Training Director/HRD/Training Staff
(2) 67 Department Managers
(3) 17 Employees
(4) - VTAE
(5) - University
(6) 17 Consultants
(7) - Other (Please specify):

74. When do you make the determination of whether training is needed?

(1) 33% Continuously
(2) - Monthly
(3) - Quarterly
(4) 17 Annually
(5) 50 No regular schedule
(6) - Do not assess needs

75. What techniques do you use in determining training needs? (Check all that apply)

(1) 67% Performance Evaluations
(2) 50 Focus Groups
(3) 17 Critical Incident Reviews
(4) 100 Analyze Problems & Determine Needs
(5) 33 Analysis of Earnings Reports or cost/benefit analysis
(6) 67 Suggestions of Employees/Staff
(7) - Recommendations of Consultants/Inspectors (outside)
(8) - Recommendations of VTAE staff
(9) 17 Production/Output Records
(10) - Other (Please specify):

Please rate the following characteristics as to their importance when considering training within your business. Use the scale to rate the degree of importance. Circle your response.

5- EI- Extremely Important to our training
4- I- Important to our training
3-NS-Not sure whether it is important or not
2- LI- Little importance to our training
1- NI-No importance to our training

Characteristic	Mean.....
76. Training program should be quickly developed	3.67
77. Training program should be offered on a timely basis to employees/staff	4.83
78. Content of the training should be practical, useable by employee on job	5.00
79. Instructors must be effective	5.00
80. Associate degree credits must be available	2.50
81. Training must be adaptable to the job needs of a variety of employees	4.33
82. Training must lead towards the certification requirements for employees	4.00
83. Evaluation of the training by the employees must be positive for it to be provided again	3.83
84. Follow-up evaluation of employee job performances must indicate that the training increased/improved the employee	4.17
85. Training must be provided on-site	2.83
86. Training must be available for all shifts	3.17
87. Other	-
88. Other	-

89. In which of the following ways does your business link with your local VTAE district? (Check all that apply)

(1) 17% Employees serve on special committees for the VTAE
(2) 33 Employees serve on program advisory committees for the VTAE
(3) 17 Employees are members of VTAE District or Foundation Boards
(4) - Employees teach courses for the VTAE
(5) - VTAE staff do in-plant needs assessments for our business
(6) 33 VTAE staff do in-plant training for our business
(7) 50 Employees are sent to the VTAE for courses/seminar training
(8) 17 VTAE Co-op students or interns are hired by our business
(9) 50 VTAE graduates are hired by our business
(10) - Other (Specify: _____ _____)

90. What barriers does your business have regarding linkages/working with your local VTAE district? (Check all that apply)

(1) 17% Not knowing who to contact or having to contact several people at our VTAE district
(2) - Schedule/calendar at our VTAE district does not match our training schedule
(3) 17 We cannot release employees during their shift to attend VTAE classes
(4) - Paperwork required to gain approval for VTAE to train our employees
(5) - Confidential nature of our data/information/ business
(6) 17 Lack of qualified instructors at our VTAE district
(7) 17 VTAE lacks programs/expertise in some areas in which we need to train
(8) 33 Our multiple-sites/multiple locations make it difficult to employ a VTAE instructor from one district
(9) 17 Other (Specify:_____ _____)

91. Please use this space to write in any comments you may have regarding training, suggestions on how the VTAE district could better assist you in areas related to training, difficulties you may encounter with the development of training programs, etc.

TYPE OF BUSINESS (Manufacturing= 47 Surveys)

CVTAE/7319 BUSINESS/INDUSTRY TRAINING NEEDS SURVEY 3/89

Please answer the following questions and statements as they relate to your business involvement with training activities.

1. Type of Business (Check One):

(1) - Agriculture, Mining, Energy, Construction
(2) - Broadcasting, Publishing, Advertising
(3) - Finance, Insurance, Banking, Real Estate
(4) - Health, Medical Services
(5) - Hotel, Restaurant
(6) 41% Manufacturing
(7) - Retail, Wholesale
(8) - Transportation, Utilities, Communications
(9) - Other (Please Specify):

2. Organizational Structure:

(1) 26% Single location business
(2) 11 Multiple location business (Within WI only)
(3) 64 Multiple location business (Some sites outside of WI)

3. Number of Employees (WI only):

(1) 2% 1 - 19
(2) 13 20 - 99
(3) 40 100 - 499
(4) 45 500+

4. If you are a Training Director/Human Resources Director or another individual designated as responsible for training, please check your appropriate title below (Only one check):

(1) 15% Training Director
(2) 13 Human Resources Director
(3) 23 Personnel Director
(4) 28 Other (Please specify):
(5) 21 We do not have anyone designated as being responsible for training

5. If you do not have anyone responsible for training, do you plan to create a position or designate someone to be responsible for training?

(1) 2% Yes, within one year
(2) 11 Yes, but unsure when
(3) 11 Not sure
(4) 21 No
(5) 28 Already have someone designated

Frequency of Training

5 - Continuously
4 - Monthly/Quarterly
3 - Annually
2 - No regular schedule
1 - No training - skip Section B, go to next Area of Training

	Area of Training	Mean	% No Training	
6-11.	Quality (Quality Mgmt, SPC, etc).....	3.76	2	
12-17.	Participatory Management (Work Team).....	2.81	13	
18-23.	Problem Solving/Decision Making.....	2.90	15	
24-29.	International Marketing/Global Market Place.....	1.61	51	
30-35.	Automated Manufacturing (CAM,Robotics,etc)....	2.24	38	
36-41.	Basic Literacy (Reading,Math,Communications)..	2.07	51	
42-47.	Specific Technical Training.....	3.10	9	
48-53.	Train the Trainer	2.17	38	
54-59.	Career Planning	1.66	57	
60-65.	Human Relations Skills	2.84	17	
66-71.	Computer Usage	3.26	4	

72. Which of the following training technologies are used with the training you provide to employees/staff? (Check all that apply)

(1) 77% Self-study guides
(2) 81 VCR
(3) 21 Interactive Video
(4) 53 Separate training room
(5) 17 Telecommunications (TV, Satellite dish)
(6) 19 Other

73. Who determines what types of training is to be completed? (Check all that apply)

(1) 64% Training Director/HRD/Training Staff
(2) 85 Department Managers
(3) 45 Employees
(4) 2 VTAE
(5) 2 University
(6) 13 Consultants
(7) 13 Other (Please specify):

_____

74. When do you make the determination of whether training is needed?

(1) 64% Continuously
(2) - Monthly
(3) - Quarterly
(4) - Annually
(5) 43 No regular schedule
(6) - Do not assess needs

75. What techniques do you use in determining training needs? (Check all that apply)

(1) 70% Performance Evaluations
(2) 21 Focus Groups
(3) 19 Critical Incident Reviews
(4) 77 Analyze Problems & Determine Needs
(5) 13 Analysis of Earnings Reports or cost/benefit analysis
(6) 83 Suggestions of Employees/Staff
(7) 23 Recommendations of Consultants/Inspectors (outside)
(8) 4 Recommendations of VTAE staff
(9) 34 Production/Output Records
(10) - Other (Please specify):

_____

Please rate the following characteristics as to their importance when considering training within your business. Use the scale to rate the degree of importance. Circle your response.

5- EI- Extremely Important to our training
4- I- Important to our training
3-NS-Not sure whether it is important or not
2- LI- Little importance to our training
1- NI-No importance to our training

Characteristic	Mean.....
76. Training program should be quickly developed	3.60
77. Training program should be offered on a timely basis to employees/staff	4.32
78. Content of the training should be practical, useable by employee on job	4.72
79. Instructors must be effective	4.68
80. Associate degree credits must be available	2.09
81. Training must be adaptable to the job needs of a variety of employees	4.00
82. Training must lead towards the certification requirements for employees	2.13
83. Evaluation of the training by the employees must be positive for it to be provided again	3.83
84. Follow-up evaluation of employee job performances must indicate that the training increased/improved the employee	3.94
85. Training must be provided on-site	3.38
86. Training must be available for all shifts	3.49
87. Other	-
88. Other	-

89. In which of the following ways does your business link with your local VTAE district? (Check all that apply)

(1) 43% Employees serve on special committees for the VTAE
(2) 36 Employees serve on program advisory committees for the VTAE
(3) 11 Employees are members of VTAE District or Foundation Boards
(4) 21 Employees teach courses for the VTAE
(5) 15 VTAE staff do in-plant needs assessments for our business
(6) 28 VTAE staff do in-plant training for our business
(7) 60 Employees are sent to the VTAE for courses/seminar training
(8) 21 VTAE Co-op students or interns are hired by our business
(9) 55 VTAE graduates are hired by our business
(10) - Other (Specify: _____)

90. What barriers does your business have regarding linkages/working with your local VTAE district? (Check all that apply)

(1) 23% Not knowing who to contact or having to contact several people at our VTAE district
(2) 9 Schedule/calendar at our VTAE district does not match our training schedule
(3) 23 We cannot release employees during their shift to attend VTAE classes
(4) 2 Paperwork required to gain approval for VTAE to train our employees
(5) 9 Confidential nature of our data/information/ business
(6) 11 Lack of qualified instructors at our VTAE district
(7) 28 VTAE lacks programs/expertise in some areas in which we need to train
(8) 11 Our multiple-sites/multiple locations make it difficult to employ a VTAE instructor from one district
(9) 2 Other (Specify: _____)

91. Please use this space to write in any comments you may have regarding training, suggestions on how the VTAE district could better assist you in areas related to training, difficulties you may encounter with the development of training programs, etc.

TYPE OF BUSINESS (Retail/Wholesale = 18 Surveys)

CVTAE/7319 BUSINESS/INDUSTRY TRAINING NEEDS SURVEY 3/89

Please answer the following questions and statements as they relate to your business involvement with training activities.

1. Type of Business (Check One):

(1) - Agriculture, Mining, Energy, Construction
(2) - Broadcasting, Publishing, Advertising
(3) - Finance, Insurance, Banking, Real Estate
(4) - Health, Medical Services
(5) - Hotel, Restaurant
(6) - Manufacturing
(7) 16% Retail, Wholesale
(8) - Transportation, Utilities, Communications
(9) - Other (Please Specify):

2. Organizational Structure:

(1) 56% Single location business
(2) 17 Multiple location business (Within WI only)
(3) 28 Multiple location business (Some sites outside of WI)

3. Number of Employees (WI only):

(1) 33% 1 - 19
(2) 28 20 - 99
(3) 33 100 - 499
(4) 6 500+

4. If you are a Training Director/Human Resources Director or another individual designated as responsible for training, please check your appropriate title below (Only one check):

(1) 11% Training Director
(2) - Human Resources Director
(3) 6 Personnel Director
(4) 50 Other (Please specify):
(5) 33 We do not have anyone designated as being responsible for training

5. If you do not have anyone responsible for training, do you plan to create a position or designate someone to be responsible for training?

(1) - Yes, within one year
(2) 6% Yes, but unsure when
(3) - Not sure
(4) 50 No
(5) 17 Already have someone designated

Frequency of Training

5 - Continuously
4 - Monthly/Quarterly
3 - Annually
2 - No regular schedule
1 - No training - skip Section B, go to next Area of Training

	Area of Training	Mean	% No Training	
6-11.	Quality (Quality Mgmt, SPC, etc).....	3.25	17	
12-17.	Participatory Management (Work Team).....	2.80	17	
18-23.	Problem Solving/Decision Making.....	3.25	22	
24-29.	International Marketing/Global Market Place.....	1.20	44	
30-35.	Automated Manufacturing (CAM,Robotics,etc)....	1.40	44	
36-41.	Basic Literacy (Reading,Math,Communications)..	1.10	50	
42-47.	Specific Technical Training.....	2.69	17	
48-53.	Train the Trainer	2.25	22	
54-59.	Career Planning	2.00	28	
60-65.	Human Relations Skills	2.70	22	
66-71.	Computer Usage	3.36	17	

72. Which of the following training technologies are used with the training you provide to employees/staff? (Check all that apply)

(1) 61% Self-study guides
(2) 44 VCR
(3) 17 Interactive Video
(4) 28 Separate training room
(5) 11 Telecommunications (TV, Satellite dish)
(6) 28 Other

73. Who determines what types of training is to be completed? (Check all that apply)

(1) 22% Training Director/HRD/Training Staff
(2) 61 Department Managers
(3) 22 Employees
(4) - VTAE
(5) - University
(6) 6 Consultants
(7) 22 Other (Please specify):

_____

74. When do you make the determination of whether training is needed?

(1) 50% Continuously
(2) 6 Monthly
(3) - Quarterly
(4) 11 Annually
(5) 39 No regular schedule
(6) 6 Do not assess needs

75. What techniques do you use in determining training needs? (Check all that apply)

(1) 67% Performance Evaluations
(2) 6 Focus Groups
(3) 28 Critical Incident Reviews
(4) 67 Analyze Problems & Determine Needs
(5) 11 Analysis of Earnings Reports or cost/benefit analysis
(6) 72 Suggestions of Employees/Staff
(7) 17 Recommendations of Consultants/Inspectors (outside)
(8) - Recommendations of VTAE staff
(9) 11 Production/Output Records
(10) - Other (Please specify):

_____

Please rate the following characteristics as to their importance when considering training within your business. Use the scale to rate the degree of importance. Circle your response.

5- EI- Extremely Important to our training
4- I- Important to our training
3-NS-Not sure whether it is important or not
2- LI- Little importance to our training
1- NI-No importance to our training

Characteristic	Mean
76. Training program should be quickly developed	3.12
77. Training program should be offered on a timely basis to employees/staff	4.12
78. Content of the training should be practical, useable by employee on job	4.17
79. Instructors must be effective	4.53
80. Associate degree credits must be available	1.63
81. Training must be adaptable to the job needs of a variety of employees	3.88
82. Training must lead towards the certification requirements for employees	1.71
83. Evaluation of the training by the employees must be positive for it to be provided again	3.47
84. Follow-up evaluation of employee job performances must indicate that the training increased/improved the employee	3.82
85. Training must be provided on-site	3.71
86. Training must be available for all shifts	2.94
87. Other	-
88. Other	-

89. In which of the following ways does your business link with your local VTAE district? (Check all that apply)

(1) 6% Employees serve on special committees for the VTAE
(2) 11 Employees serve on program advisory committees for the VTAE
(3) 6 Employees are members of VTAE District or Foundation Boards
(4) 6 Employees teach courses for the VTAE
(5) - VTAE staff do in-plant needs assessments for our business
(6) - VTAE staff do in-plant training for our business
(7) 33 Employees are sent to the VTAE for courses/seminar training
(8) 17 VTAE Co-op students or interns are hired by our business
(9) 28 VTAE graduates are hired by our business
(10) - Other (Specify: _____ _____)

90. What barriers does your business have regarding linkages/working with your local VTAE district? (Check all that apply)

(1) 17% Not knowing who to contact or having to contact several people at our VTAE district
(2) - Schedule/calendar at our VTAE district does not match our training schedule
(3) 22 We cannot release employees during their shift to attend VTAE classes
(4) - Paperwork required to gain approval for VTAE to train our employees
(5) 6 Confidential nature of our data/information/ business
(6) - Lack of qualified instructors at our VTAE district
(7) 17 VTAE lacks programs/expertise in some areas in which we need to train
(8) 6 Our multiple-sites/multiple locations make it difficult to employ a VTAE instructor from one district
(9) 6 Other (Specify:_____ _____)

91. Please use this space to write in any comments you may have regarding training, suggestions on how the VTAE district could better assist you in areas related to training, difficulties you may encounter with the development of training programs, etc.

Please answer the following questions and statements as they relate to your VTAE District's involvement with business and industry training.

1. What is your title? _____

Item numbers 2-13 list areas of training that businesses may request from your VTAE District. Estimate the yearly average number of businesses that do request one or more VTAE staff to assist them in training for each of the areas. Then, indicate with a checkmark where most of the training occurs: (1) Training Generally Completed In-Plant; or, (2) Training Generally Completed Within the VTAE. For item #13-15, list other areas of training that businesses request from your VTAE District.

AREA OF TRAINING	Average Number of Businesses Per Year	(1) Training Generally Completed In-Plant	or (2) Training Generally Completed In VTAE
2. Quality (Quality Mngmt, SPC, etc.)			
3. Participatory Management (Work Team)			
4. Problem Solving/Decision Making			
5. International Marketing/Global Market Place			
6. Automated Manufacturing (CAM, Robotics, etc)			
7. Basic Literacy (Reading, Math, Communications)			
8. Specific Technical Training			
9. Train the Trainer			
10. Career Planning			
11. Human Relations Skills			
12. Computer Usage			
13. Other (List: _____)			
14. Other (List: _____)			
15. Other (List: _____)			

16. On an average, what percent of time for training in the above areas is completed within the business as opposed to training at your VTAE district?

(1) ____ More than 74% time
(2) ____ 50-74% time
(3) ____ 25-49% time
(4) ____ Less than 25% time

17. Which of the following training technologies does your district use when training in businesses? (Check all that apply)

(1) ____ Self-Study Guides
(2) ____ VCR/Video Tapes
(3) ____ Interactive Video
(4) ____ Telecommunications (TV, Satellite Dish)
(5) ____ Other (List: _____)
(6) ____ Other (List: _____)

18. Who requests that training be completed for the business? (Check all that apply)

(1) ____ Owner/Manager of the business
(2) ____ Department Managers in the business
(3) ____ Training Director/Personnel Director
(4) ____ Staff/Employees of the business
(5) ____ Other (List: _____)

19. Does your district assist businesses in identifying their training needs?

(1) ____ Yes (go to #20)
(2) ____ No (go to #21)

20. What percent of businesses that contact your district for training ask your district to identify their training needs?

(1) ____ 75-100%
(2) ____ 50-74%
(3) ____ 25-49%
(4) ____ Less than 25%

21. What techniques does your staff use in identifying training needs of businesses? (Check all that apply)

(1) ____ Performance Evaluations of employees of the business.
(2) ____ Focus Groups within the business.
(3) ____ Critical Incident Review of the business.
(4) ____ Analyze business problems and determine needs.
(5) ____ Analysis of Earnings Reports or cost/benefit analysis of the business.
(6) ____ Suggestions of Employees/Staff of the business.
(7) ____ Recommendations of other VTAE staff.
(8) ____ Recommendations of Inspectors (outside of the business).
(9) ____ Production/Output Records of the business.
(10) ____ Other (List: _____)

22. In which of the following ways does your VTAE district link with businesses? (Check all that apply)

(1) ____ Our staff serve on special committees for businesses.
(2) ____ Our staff serve on advisory committees for businesses.
(3) ____ Our staff are members of business Foundation Boards.
(4) ____ Our staff do in-plant needs assessments for businesses.
(5) ____ Our staff do in-plant training for businesses.
(6) ____ Our staff are sent to courses/seminars where business representatives are present.
(7) ____ Our Co-op students/interns are hired by businesses.
(8) ____ Other (List: _____)

23. What barriers does your VTAE District have regarding linkages/working with local businesses? (Check all that apply)

(1) ____ Not knowing who to contact or having to contact several people at the business.
(2) ____ Schedule/calendar at our VTAE District does not match training schedules needed by businesses.
(3) ____ We cannot release employees during the times needed by businesses (i.e. daytime)
(4) ____ Paperwork required to gain approval for VTAE staff to train business employees.
(5) ____ Lack of qualified instructors at our VTAE District to present certain types of training requested by businesses.
(6) ____ VTAE District lacks programs/expertise in some areas in which businesses need training.
(7) ____ Multiple-sites/multiple locations of some businesses make it difficult for VTAE instructors from our district to train at all locations of the business.
(8) ____ Other (List: _____)

24. Please use this space to write in any comments you may have regarding training, suggestions on how your VTAE District could better assist businesses in areas related to training, difficulties encountered with the development of training for businesses, etc. If you need more room, please attach paper.

A copy of the results of this survey study will be sent to you upon completion of the study. Please return the survey in the enclosed business reply envelope by May 26, 1989. Thank you for your time and input.

Titles of Individuals Completing VTAE-Business/Industry Training Needs Survey

1. Training Coordinator for Business/Industry Resource Service
2. Adult and Continuing Education Coordinator
3. Adult and Continuing Education Coordinator
4. Adult and Continuing Education Coordinator
5. Associate Dean of Instruction/Outreach
6. Assistant Director for Continuing Education
7. Dean of Business, Marketing and Economic Development
8. Vice President, Economic Development and Community Services
9. Adult Continuing Education/Economic Development Coordinator
10. Director of Education Services
11. Assistant Director - Economic Development
12. Manager Applied Technology Center
13. Adult and Continuing Education Supervisor
14. Chairperson, Business Occupations Division

Please answer the following questions and statements as they relate to your VTAE District's involvement with business and industry training.

1. What is your title? 14 Respondents

Item numbers 2-13 list areas of training that businesses may request from your VTAE District. Estimate the yearly average number of businesses that do request one or more VTAE staff to assist them in training for each of the areas. Then, indicate with a checkmark where most of the training occurs: (1) Training Generally Completed In-Plant; or, (2) Training Generally Completed Within the VTAE. For item #13-15, list other areas of training that businesses request from your VTAE District.

AREA OF TRAINING	Average Number of Businesses Per Year	(1) Training Generally Completed In-Plant	or (2) Training Generally Completed In VTAE
2. Quality (Quality Mngmt, SPC, etc.)		71% (10)	57% (8)
3. Participatory Management (Work Team)		64% (9)	64% (9)
4. Problem Solving/Decision Making		64% (9)	50% (7)
5. International Marketing/Global Market Place		7% (1)	36% (5)
6. Automated Manufacturing (CAM, Robotics, etc)		14% (2)	43% (6)
7. Basic Literacy (Reading, Math, Communications)		57% (8)	36% (5)
8. Specific Technical Training		71% (10)	21% (3)
9. Train the Trainer		50% (7)	14% (2)
10. Career Planning		29% (4)	57% (8)
11. Human Relations Skills		50% (7)	57% (8)
12. Computer Usage		29% (4)	93% (13)
13. Other (List: _____)		29% (4)	21% (3)
14. Other (List: _____)		36% (5)	14% (2)
15. Other (List: _____)		21% (3)	7% (1)

16. On an average, what percent of time for training in the above areas is completed within the business as opposed to training at your VTAE district?

(1) 14% More than 74% time
(2) 50 50-74% time
(3) 14 25-49% time
(4) 21 Less than 25% time

17. Which of the following training technologies does your district use when training in businesses? (Check all that apply)

(1) 79% Self-Study Guides
(2) 100 VCR/Video Tapes
(3) 57 Interactive Video
(4) 57 Telecommunications (TV, Satellite Dish)
(5) 21 Other (List: _____)
(6) 14 Other (List: _____)

18. Who requests that training be completed for the business? (Check all that apply)

(1) 93% Owner/Manager of the business
(2) 64 Department Managers in the business
(3) 100 Training Director/Personnel Director
(4) 57 Staff/Employees of the business
(5) - Other (List: _____)

19. Does your district assist businesses in identifying their training needs?

(1) 100% Yes (go to #20)
(2) - No (go to #21)

20. What percent of businesses that contact your district for training ask your district to identify their training needs?

(1) - 75-100%
(2) 14% 50-74%
(3) 21 25-49%
(4) 64 Less than 25%

21. What techniques does your staff use in identifying training needs of businesses? (Check all that apply)

(1) 50% Performance Evaluations of employees of the business.
(2) 29 Focus Groups within the business.
(3) 21 Critical Incident Review of the business.
(4) 71 Analyze business problems and determine needs.
(5) - Analysis of Earnings Reports or cost/benefit analysis of the business.
(6) 100 Suggestions of Employees/Staff of the business.
(7) 36 Recommendations of other VTAE staff.
(8) 14 Recommendations of Inspectors (outside of the business).
(9) - Production/Output Records of the business.
(10) - Other (List: _____)

22. In which of the following ways does your VTAE district link with businesses? (Check all that apply)

(1) 79% Our staff serve on special committees for businesses.
(2) 43 Our staff serve on advisory committees for businesses.
(3) 29 Our staff are members of business Foundation Boards.
(4) 86 Our staff do in-plant needs assessments for businesses.
(5) 93 Our staff do in-plant training for businesses.
(6) 100 Our staff are sent to courses/seminars where business representatives are present.
(7) 79 Our Co-op students/interns are hired by businesses.
(8) 43 Other (List: _____)

23. What barriers does your VTAE District have regarding linkages/working with local businesses? (Check all that apply)

(1) 36% Not knowing who to contact or having to contact several people at the business.
(2) 36 Schedule/calendar at our VTAE District does not match training schedules needed by businesses.
(3) 57 We cannot release employees during the times needed by businesses (i.e. daytime)
(4) 29 Paperwork required to gain approval for VTAE staff to train business employees.
(5) 64 Lack of qualified instructors at our VTAE District to present certain types of training requested by businesses.
(6) 43 VTAE District lacks programs/expertise in some areas in which businesses need training.
(7) 57 Multiple-sites/multiple locations of some businesses make it difficult for VTAE instructors from our district to train at all locations of the business.
(8) 36 Other (List: _____)

24. Please use this space to write in any comments you may have regarding training, suggestions on how your VTAE District could better assist businesses in areas related to training, difficulties encountered with the development of training for businesses, etc. If you need more room, please attach paper.

A copy of the results of this survey study will be sent to you upon completion of the study. Please return the survey in the enclosed business reply envelope by May 26, 1989. Thank you for your time and input.